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ABSTRACT

This set of materials on the recruitment and selection of librarians and other professional staff in research libraries, assembled by the Systems and Procedures Exchange Center (SPEC) of the Association of Research Libraries, includes: (1) policy and procedures statements on the recruitment, selection, and appointment of professional library personnel from the University of Connecticut, Iowa State University, Rutgers University, Michigan State University, Columbia University, the University of Maryland, Vanderbilt University, Emory University, and the University of Minnesota; (2) position description forms from the University of Michigan and the University of Maryland; (3) recruitment forms and professional checklists from the University of Maryland and the University of Connecticut; (4) interview schedules from Vanderbilt University and Ohio State University; (5) appointment recommendation forms from the University of Michigan, the University of Maryland, and Ohio State University; and (6) guidelines for interviewing job applicants from Vanderbilt University and the University of Connecticut. (JL)

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Recruitment Practices in ARL Libraries

Kit 78

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SPEC KIT/FLYER FEEDBACK FORM

The documents included in this Kit are for the most part working tools developed by Association of Research Library members to meet their individual, specific needs. Such materials are not intended to provide models or prototypes that can simply be copied by other libraries. Instead, they can stimulate further research and improvement in the management and operations of academic and research libraries.

SPEC kits/flyers serve as one way to share management-related information among the nation's large academic libraries. As a clearinghouse for such information, SPEC also loans back-up file documents collected from ARL members, designs and conducts surveys, and answers telephone and written queries from SPEC subscribers.

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RECRUITMENT AND SELECTION PRACTICES

During the past decade when almost all academic libraries have experienced cuts in funding and staffing levels, the need to hire, train and retain the most competent librarians has become more acute. ARL administrators have recognized the importance of systematic policies and procedures for recruitment and selection to assure that qualified individuals are appointed. A September 1981 telephone survey of 14 member libraries, selected to represent a cross-section of the total membership by size, location and employment status, gathered information on hiring practices. While some of those surveyed did not have a set of written policies and procedures, all respondents indicated that they follow a consistent set of employment practices.

Federal regulations that pertain to employee selection, equal employment opportunity, and affirmative action -- as well as the need for effective, equitably-applied policies and procedures -- have led most academic libraries to establish a centralized employment function in one administrative unit. This responsibility generally resides with the library's personnel officer, who works with managers to define the duties and responsibilities of jobs; specify skills, knowledge, and abilities required; and, most important, help select the one applicant who can best meet these criteria. While the final responsibility for employment decisions rests with the director, the quality of the line manager's judgment in selection is critical. The personnel officer performs an important role as advisor and resource person, but does not substitute for the supervisor's judgment.

RECRUITMENT Few libraries have undertaken a comprehensive review and analysis of staff utilization. Any examination of how work is assigned and accomplished usually is confined to a few positions or units, and most often is prompted by a position vacancy. A vacancy becomes an opportunity for the supervisor to review the job definition and assess whether changes might be made to improve the effectiveness of the unit or department. It also is a time for determining whether the position should be retained or abolished. Qualifications usually are specified in terms of education and work experience. The majority of ARL libraries continue to require the MLS degree from a program accredited by the American Library Association, but a growing number state that an acceptable equivalent may serve as a substitute. This has occurred in response to the federal "Uniform Guidelines on Employee Selection Procedures", which state that an employer must demonstrate that any required qualification does, in fact, prepare an individual to competently perform a particular job. These guidelines underscore the importance of managers establishing valid and meaningful criteria for selection.

Decisions as to the most effective methods for attracting qualified candidates usually are made by the library's personnel officer, or by a search or selection committee with the advice of the personnel officer. While some libraries announce all position vacancies nationwide, in most cases a national search is conducted only for middle and senior-level positions or those with special requirements. The decision on whether to recruit nationally or locally is dependent upon such factors as the pool of qualified local applicants, the availability of qualified internal applicants, the amount of time allotted for selection, and financial resources. Survey respondents cited the Chronicle of Higher Education and the circulation of position announcements to targeted audiences as the most effective means of publicizing vacancies.

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SELECTION Efforts to involve library staff in decisions to hire new staff have led to the widespread use of search and selection committees. Search committees differ from selection committees in that they are responsible for planning and carrying out a full recruitment effort, usually on a national level, while a selection committee normally selects candidates to interview and, subsequently, recommends the appointment to the director through regular administrative channels. In the libraries surveyed, the extent of staff participation in selection interviews and appointment decisions was greater for senior level positions than for entry or mid-level positions. While it is generally accepted that staff participation in these decisions increases their acceptance by the staff as a whole and there is evidence that the quality of the decision may be improved, ARL library administrators continue to be concerned about the time period required, the additional cost -- especially in terms of staff time -- and the dilution of employee selection as a primary supervisory function, one that requires judgment, training, and experience.

TRAINING Training for supervisors, managers and other staff involved in recruitment and selection is done, for the most part, on a one-to-one basis through actual involvement in the process. Often the personnel librarian serves as an ex-officio or standing member of a search or selection committee and informs other members of the procedures to be followed. In some cases, documents outlining the procedures and providing guidelines for selection and interviewing are used for training. Training in the skills required to analyze work requirements, define positions, set criteria, and select staff who will work effectively and efficiently is essential for managers, especially considering the pressures created by limited funding and staff shortages.

ISSUES AND TRENDS As in so many areas of academic library management, recuitment has been affected greatly by the economic situation. Salaries paid to academic librarians continue to fall behind inflationary increases in the cost of living and this, plus budget reductions in some libraries, means that starting salaries are not always competitive. Another limiting factor is the need to maintain salary equity for current staff. Many libraries, therefore, cannot offer starting salaries to remain competitive in today's job market or to persuade librarians to take the financial risks that accompany moving.

Funding for recruitment and interviewing continues to be limited, and in all but a few libraries there is no separate budget for these activities. Most often the money for recruitment is part of the budget allocation for travel, and expenses for recruitment diminish the available funding for conferences, staff development, and continuing education travel. Limited funding for recruitment has led to reductions in the number of candidates interviewed, decisions to conduct regional searches to limit applications from those who would travel great distances, more recruiting at conferences, and an increase in the number of institutions that pay only part of the candidates' travel expenses. Another result has been the use of the telephone to conduct a screening interview and, in some cases, employment interviews through conference calls.

With all the pressures that exist to get work done, libraries can ill afford to have positions vacant longer than is necessary. A major concern of library administrators is the amount of time required for recruitment and selection. The time varies among institutions and is dependent upon such factors as whether the recruitment is local or national, requirements for posting imposed by the library or its parent institution, availability of qualified candidates, and the level of commitment of those involved. Responses to this survey indicate that the average amount of time is six months from the time the vacancy occurs until the position is filled. The shortest time reported was two months and the longest was eighteen months.

The SPEC Kit on Recruitment and Selection Practices in ARL Libraries (#78, October 1981) contains nine policies and procedures statements for recruitment and selection; ten forms used for job descriptions, vacancy announcements, statements of qualifications required and criteria for selection, interview schedules and other forms used to record the employment process; and two training documents (89 pp.). SPEC Kits are available by subscription from the Systems and Procedures Exchange Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, D.C., 20036. Individual kits may be purchased--prepaid only--for $15.00 (U.S.), with check made payable to "ARL Office of Management Studies."

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KIT #78
OCTOBER 1981

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ADDITIONAL RESOURCES

SPEC Kits and Flyers on Affirmative Actions Programs, Status of Librarians (#61) and Classification Schemes (#7, to be revised in 1982) contain additional information related to the employment process. Journal articles that provide useful information include "Conducting an Effective Employment Interview" by Sheila Creth, in The Journal of Academic Librarianship, vol. 4 (November 1978); "Interviewing for Employee Selection" by Keith Cottam in Tennessee Librarian vol. 31 (Fall 1979) and the series of articles on personnel recruitment and selection to be published in early 1982 in an issue of the Drexel Library Quarterly. One of these articles, "Selection Committees and the Recruitment Process" by Paul N. Gherman of Iowa State University, is likely to be of particular interest.

POLICY AND PROCEDURE STATEMENTS

INITIATING A SEARCH

POLICY

Recruitment for library permanent staff positions ensures equal employment opportunity and seeks to promote affirmative action.

Guidelines or procedures are outlined or monitored in part by the Office of the Vice President for Academic Affairs (professional positions) and by University Personnel Services (classified positions).

PROCESS

STAFF MEMBER:
Resigns/retires in writing to the University Librarian.

LIBRARY MANAGER:
The staff member's manager may submit a request (with written justification) to keep the position within the department or unit. Department heads should send request to the Assistant University Librarian for Public or Technical Services. Branch, Departmental or Professional School heads should direct their requests to the University Librarian.

LIBRARY ADMINISTRATION:
Reviews the use of the position and requests permission to begin a search to fill the vacancy.

Professional positions: Vice President for Academic Affairs approves the commitment of funds and position. Equal Opportunity Officer approves the search strategy.

Classified positions: Vice President for Finance and Administration approves the commitment of funds and position. University Personnel Services determines procedures which must be followed under State classified system regulations.

REFERENCE: AAP Procedures, July 1977.
Manual for Administrators. Office of the Vice President for Academic Affairs.

July 1979
UCt Library
Managers' Handbook

SEARCH STRATEGY, PROFESSIONAL POSITIONS

POLICY

A recruitment search strategy reaches the largest applicant pool appropriate to the requirements and rank of a position and identifies qualified candidates who are members of minority groups and people with disabilities.

For professional positions, the types of searches are outlined by the Office of the Vice President for Academic Affairs and are monitored by the Equal Opportunity Office.

Definitions:

Full general search: A "genuine and durable professional opportunity". Requirements are specific to the library profession and suggest skills gained through a library science program and experience in library positions requiring an MLS.

Limited search: The duration or the audience of the search is limited either geographically or by qualifications desired. Requirements of the position suggest skills gained through a college education and the experience needed is fairly general (usually University Library Assistant positions; infrequently University Librarian positions).

Internal search: Requirements of the position suggest that candidates must be familiar with the University Libraries and must have experience in a specific aspect of library needs.

PROCESS

PERSONNEL OFFICER:
Plans a search strategy for professional positions based on a review of the job description and applicant requirements.

LIBRARY PERSONNEL ASSISTANT:
Establishes a "search file" and coordinates advertising of the positions. (See SELECTION PROCESS.)

Personnel Services actually places ads based on ad copy submitted by the Library Personnel Assistant. Ad copy indicates that applications for professional positions should be sent to the Personnel Officer (Library).

All positions are advertised in the University Chronicle and the Personnel Services Employment Bulletin. Copies of the job descriptions are distributed to all staff of the University Libraries.

University Librarian positions are usually full general searches: Ad copy is placed with American Libraries, the Chronicle of Higher Education, and when appropriate, in specialized professional journals. Job descriptions are sent to ALA accredited library schools and to personnel officers of academic-research libraries.

University Library Assistant positions are usually limited searches: Ad copy is placed with the Hartford Courant, and the Hartford Advocate. Job descriptions are sent to affirmative action sources, which includes: Concentrated Employment Program, Urban League, West Hartford Seniors Job Bank.

REQUIREMENTS FOR EMPLOYMENT

POLICY

Employment requirements for any position are directly related to the tasks to be performed and are listed as part of the job description.

> For general requirements see:
>
> Criteria for Appointment reappointment and promotion and Procedures and Procedures regarding evaluation for promotion and reappointment (University Librarians). Revised June 1979.
>
> Criteria for Appointment and Promotion. University Library Assistants. August 1976.
>
> Generic job descriptions (classified employees). State of Connecticut.

PROCESS

LIBRARY MANAGER:
Writes a job description and suggests qualifications required to perform the tasks. Submits to Personnel Office for review. (see JOB DESCRIPTIONS.)

PERSONNEL OFFICER:
Reviews job description. Compares requirements with those for similar library positions at the University Libraries, and, when appropriate, at other academic libraries.

> The Personnel Officer is more closely involved in writing job descriptions for classified positions because the position must conform to States' specifications of tasks appropriate to each position class.

Consults with appropriate Assistant University Librarian if necessary. Determines position level(s). Discusses with Library Manager.

LIBRARY PERSONNEL ASSISTANT:
Types final version of job description. Prepares copies for Library Manager and for search file.

LIBRARY MANAGER:
Initials one copy of the job description and returns to Library Personnel Assistant to acknowledge final version of job description and employment requirements.

REFERENCES: Criteria.....Revised May 1977.
University of Connecticut Library
Criteria.....August 1976.
University of Connecticut Library

SELECTION PROCESS

POLICY

The Library Personnel Officer establishes procedures to ensure fair and equitable treatment for all applicants for library positions.

PROCESS

SCREENING PROCESS "PAPERWORK"

Position Log: A checklist for each vacant position. Activities, including phone calls, related to a specific position are noted to provide quick reference on position status. (Copies of the checklists follow to provide a quick overview of the "paperwork" process.)

Search File: Established for each position, containing applications, letters, and miscellaneous correspondance and job descriptions. Interview notes, reference checks are placed in the search file at the end of the search. Retained for three years at the direction of the University Equal Employment Officer.

AAP-4 form (professional positions): Documents details about position to be filled; submitted to Office of Vice President for Academic Affairs to request a search.

AAP-2 form (classified positions): Documents details about position to be filled, submitted to Director, University Personnel Services to request a search.

LIBRARY PERSONNEL ASSISTANT:
Coordinates advertising when a search for a position is approved. (See SEARCH STRATEGY PROFESSIONAL and CLASSIFIED POSITIONS.)

Logs applications into search file (crosses out irrelevant personal data on applications such as race, nationality, birth date, etc. as an affirmative action step.)

At closing date, turns search file over to Personnel Officer.

PERSONNEL OFFICER:
Screens applications to determine candidates who meet requirements of the job, including applicants on file with unsolicited resumes. Forwards resumes of qualified applicants to the Library Manager responsible for the hiring decision.

LIBRARY MANAGER:
Selects candidates to interview and returns resumes to Personnel Officer.

> Note: The screening step is done by University Personnel for classified position that are competitive. For non-competitive positions, University Personnel sends to the Library the applications which are received.

LIBRARY PERSONNEL ASSISTANT:
Sets up interview schedule, coordinating appointments with all individuals involved in the interview process (See INTERVIEW PROCESS.)

LIBRARY MANAGER:
Prepares recommendation to the University Librarian at the completion of the interview and discussion process. Forwards to the Personnel Officer.

PERSONNEL OFFICER & UNIVERSITY LIBRARIAN:
Reviews all material to insure that Library procedures have been followed and equal employment/affirmative action guidelines adhered to.

> For Professional positions: the Personnel Officer and University Librarian determine the salary and rank which will be offered a candidate. In the case of librarian positions, the appointment rank will be discussed with the Advisory Council on Evaluation and Promotion prior to the final decision.
>
> For Classified positions: University Personnel Services will establish salary, within the State guidelines.

UNIVERSITY LIBRARIAN:
Approves recommendation and has it forwarded to the Office of the Vice President for Academic Affairs (professional positions) or to University Personnel Services (classified positions).

INTERVIEW PROCESS

POLICY

At least two people will interview each candidate for a position. Interviewers should be conscious of the sensitive nature of the interview process and therefore should be careful that all materials handled are maintained in a confidential manner.

All candidates, whether they are external or internal to the Library and University, should be accorded the same treatment in the interview process. Interviews should be similar in length, scope, format and the same people should be involved in interviewing for a particular position. Candidates should be judged only in terms of the criteria delineated beforehand for the position in question.

PROCESS

PERSONNEL OFFICER:
Initiates discussion with Library Manager responsible for the hiring decision to determine the type of interview process which will be followed:

Search Committee: Several participants -- may involve people outside the Library.

Search Group: Usually three people -- Personnel Officer, Assistant University Librarian and Department Head.

Library Manager and Personnel Officer.

INTERVIEWERS:
Meet to discuss the requirements of the position and the strengths desired in filling the position (Library Manager should provide direction here). Coordinate questions which will be asked of candidates. Review guidelines for pre-employment interviews.

The Library Manager or search committee should ensure that adequate arrangements have been made for candidates, including housing and travel. Meeting candidates at the train or airport and planning lunch/dinner arrangements should be considered.

Travel reimbursement: Authorized only for candidates who are more than a day's car ride from Connecticut and only for candidates who are not selected for a position. State reimbursement is for one-half the round trip fare.

Meal reimbursement: Usually available but there is no reimbursement for candidates who are already on the University payroll.

LIPRARY ADMINISTRATIVE OFFICE STAFF:
Will assist in making arrangements and should be consulted on matters of reimbursement and housing prior to contact with candidates. For Housing Arrangements speak with Administrative Secretary; for reimbursement speak with the Business Service Officer.

PERSONNEL OFFICER:
Will inform candidates of reimbursement arrangements before the interview is set. Whenever possible, an interview schedule and written confimation of travel/housing arrangements should be sent to candidates before the interview.

Will acquire references on candidates. References will be gathered in a formal manner and will become part of the documentation in the search file. References may be requested prior to a candidate's interview.

INTERVIEWERS:
Each interviewer will prepare a written evaluation of each candidate at the end of the interview, basing the evaluation on the established requirements for the position. Evaluations are forwarded to the Personnel Officer.

At an agreed upon time, or at the conclusion of interviewing, the Library Manager and/or members of a search committee will review documentation which has been gathered and the evaluations of all people interviewed.

The search committee may advise the Library Manager as to a choice of candidate(s) or may suggest that the interviewing continue. Final decision on a recommendation for a position rests with the Library Manager responsible in that area.

LIBRARY MANAGER:
Prepares a written recommendation which includes a summary evaluation for each candidate interviewed, based on interview notes, discussion and references. This recommendation, accompanied by all search material, is forwarded to Personnel Officer for review.

July 1979
UCt Library
Managers' Handbook

All materials are retained in the search file for the position (See SELECTION PROCESS.)

> For professional positions, summaries will go forward to the University Administration as part of the Affirmative Action/ Equal Opportunity Review.
>
> For classified positions, summaries will remain in University Library search files unless requested by University Personnel.

UNIVERSITY LIBRARIAN:
Has responsibility for approval of recommendation (See SELECTION PROCESS.)

Before forwarding the Library recommendation to the University Administration, the Library Personnel Officer/University Librarian may contact the candidate to indicate that he/she is being recommended for the position.

The candidate for a professional position may also be told the salary and rank that is being recommended.

Candidates for classified positions are asked to be prepared to discuss salary and starting date with University Personnel. This is an informal discussion, however, and a formal offer cannot be made until approval has been received from the University Administration (See APPOINTMENT.)

REFERENCE: "Employment Interview".
Sheila Creth, University of Connecticut Library. October 1976.

APPOINTMENT

POLICY

The University Librarian is responsible for recommending to the University the hiring of University Library staff. Appointment is authorized by the Board of Trustees of the University.

PROCESS

PERSONNEL OFFICER/UNIVERSITY LIBRARIAN:
Receives notice of approval after a recommendation for a professional position has been reviewed by the Equal Opportunity Officer and by the Office of the Vice President for Academic Affairs. Notifies the candidate and library manager immediately. Negotiates a starting date, if candidate accepts appointment.

For classified positions, is notified by University Personnel of candidate acceptance of job offer and negotiates starting date.

LIBRARY PERSONNEL ASSISTANT:
Prepares a letter offering appointment, confirming starting date, salary and rank and providing information about probation and evaluation.

By phone or in the appointment letter, also directs candidate to University Personnel to pick up insurance/benefit package, University I.D., etc.

Notifies administrative staff, editor of Innocent Bystander and chairperson of the Personnel Committee of starting date of new employee.

Notifies other candidates that the position has been filled. The Personnel Officer or the library manager may elect to send letters or to speak with internal staff.

> All materials relating to the interview process, including notes of interviewers, written reference checks, etc. are maintained in the Search File. The file is retained for three years at the direction of the University's Equal Opportunity Officer. At the end of the three years, the Library Personnel Assistant destroys the Search File.

Sends Orientation Checklist to library manager.

Closes Search File.

LIBRARY MANAGER:
Begins to develop orientation and training plan for the new employee. (See TRAINING FOR NEW EMPLOYEES.)

PROCEDURES FOR SELECTING LIBRARY FACULTY

Faculty members share an important responsibility in providing those evaluations which normally determine appointment, promotion, and tenure. This responsibility involves the application of academic and professional judgment, in a framework of shared authority, among various levels of review and between faculty and administrative bodies. Therefore, the Library utilizes a selection committee in making faculty appointments.

The following procedures are employed in the recruitment and hiring of Library faculty for all academic appointments. Visiting and other temporary appointments are made administratively.

I. PRELIMINARY ACTIVITIES

1. The Dean of Library Services authorizes the use of each faculty vacancy in terms of overall Library needs in consultation with appropriate assistant directors and department heads. Consultation is also maintained with the Vice President for Academic Affairs.

2. For each vacancy, a position description as well as advertisements for journals and newspapers are prepared by the appropriate assistant director/department head in consultation with the Assistant Director for Administrative Services. Position descriptions should contain complete statements of job responsibilities and qualifications; advertisements should be kept brief and factual. Position announcements are made by the Assistant Director for Administrative Services through appropriate channels in order to provide the widest and most productive distribution. Announcements will indicate that applications are addressed to the Assistant Director for Administrative Services. A list of where announcements and advertisements are distributed will be sent to the chairperson of the Library's Affirmative Action Committee.

3. For beginning level positions, announcements will be made first to the Library faculty in order to elicit statements of interest from incumbent faculty interested in possible administrative transfer to an available position. If an administrative transfer is approved, the resulting vacant position then becomes subject to the procedures herein.

4. For advanced level positions, created by changing needs of the Library, but for which there is no vacant position, the announcement will be posted internally for two weeks. Selection will be made according to the procedures herein.

5. For advanced level positions, for which there is a vacancy, the announcement will be advertised externally in all instances. Internal applicants will be considered concurrently with external applicants. The selection will be made according to the procedures herein.

6. Advertisements of vacancies are to be available to applicants at least 30 days before the application deadline; published advertisements must be prepared well in advance of the announcement date since some journals require that advertisement copy be submitted 30 to 45 days before the date of publication.

II. SELECTION COMMITTEES

1. Selection committees assist in the process of filling Library faculty vacancies through the screening of applicants and the recommendation of qualified candidates to the Dean of Library Services. Such committees are formed for each vacancy.

2. Committee members are appointed by the Dean in consultation with the appropriate assistant director and department head. For positions with broader Library implications, consultation is also maintained with various University offices and agencies, as appropriate. Assistant directors and department heads will be excluded from membership on the committee when the vacancy occurs in their own area but will participate through personal interview with candidates and through independent recommendations. Every effort is made to keep committees as manageable in size as possible.

3. Announcement of the committee membership which includes a representative of the Library's Affirmative Action Committee serving in an ex officio capacity with voice but without vote, will be made by the Dean and posted.

4. The Assistant Director of Administrative Services will serve as chairperson without vote. When a vacancy occurs in Administrative Services, an alternate chairperson will be appointed by the Dean.

5. Meetings of the committee are called by the chairperson who will also be responsible for maintaining correspondence and procedural and clerical activity associated with the selection process.

III. SCREENING AND SELECTION

1. The charge to each selection committee, unless otherwise noted, is as follows:

   a. Review and screen applicants in terms of their ability to meet the requirements of the position and seek additional information as appropriate.

   b. In consultation with the department head and appropriate assistant director, the selection committee members choose from the screened candidates those individuals best suited for the position to be invited for interviews.

c. Conduct interviews with candidates. The appropriate department head/ assistant director may participate in the interview.

d. Recommend to the Dean of Library Services, in priority order, those individuals the committee considers to be suitable candidates and submit a supporting statement for the first choice. For appointments with broader Library implications, recommendations of more than one candidate may be requested as per University practice.

2. Applicants eliminated from consideration will be so informed by the Assistant Director for Administrative Services.

3. Candidates' vitae and references will be maintained in appropriate folders and made available to committee members for reading, discussion and further consideration. Folders should be returned to the Office of the Dean after each use and should never leave the building.

4. Candidates selected for on-campus interviews should be held to a maximum of three. This number is by University agreement among the academic colleges and offices, and is based upon the overall ceilings of travel funds available and the need for accomplishing selection in a reasonable period of time. Reimbursed transportation expenses will not exceed $200.00 per applicant. Exceptions may be made for those positions which carry broad Library responsibility. If appropriate, fewer than three candidates may be invited for interviews.

5. Invited candidates should receive agenda outlining their schedules while on campus, Affirmative Action information packet, Benefit Information, The Bulletin Board, Faculty Handbook, ISU Library Information, Library Material Available for Research from CRL, A Summary of Information, and the Library's organization chart. The agenda will include dates, times of meetings, lunches and dinners, and the names of persons with whom candidates are to meet. In arranging the agenda, it is requested that, the Library's Affirmative Action Committee meet with the candidate immediately prior to the final interview with the Dean or his delegate.

6. The selection committee may be responsible for picking up and returning candidates to the Des Moines Airport or to the shuttle bus station at the University Plant Office or Memorial Union if the latter method of transportation is utilized. (Shuttle bus schedules are maintained in the Office of the Dean.) The University Library will cover the cost of car transportation to and from the Des Moines Airport at the official state rate of 15¢ per mile if the shuttle bus is not available for candidates' use.

7. Lodging for candidates will be coordinated by the Secretary of the Assistant Director for Administrative Services. She will also assist in arranging long distance calls, identifying airline schedules and meeting the normal University requirements for reimbursement information.

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8. The basic vita data supplied by the interviewed candidates may be generally distributed. However, other information concerning candidates, as well as the work of the committee, must be kept confidential.

9. Committee members as well as all staff meeting candidates should bear in mind the principles of nondiscrimination. Questions of a personal nature and other matters that bear no relationship to an individual's job qualifications should be avoided unless such information is freely offered by a candidate.

10. It is difficult to set exact time frames for the selection process since circumstances of position opening or change, time of year, time of advertisement appearance, or coordination with other vacancies vary. The selection process should be as expeditious as possible, consistent with circumstances. It should be understood that much preliminary work (writing of position description, position advertisement, correspondence, etc.) will have been done prior to the actual meeting of the committee.

IV. RECOMMENDATIONS AND OFFERS

1. The committee is generally asked to recommend one person as its choice of candidates to be offered a position. The department head and assistant director concerned will also make a comparable recommendation to the Dean. Recommendations will be made to the Dean in writing, and must include specific reasons for the first choice. Other final candidates should be listed in priority order. For positions of broad Library responsibility, selection committees may be asked to provide supporting statements for all acceptable candidates. If the recommendations from the committee, the assistant director and the department head differ, the Dean of Library Services, after reviewing the recommendations, will make the final decision. Recommendations, if approved by the Dean, will be relayed by the Office of the Dean to the University Affirmative Action Office for final clearance before any written offer is made.

2. The final offer to the candidate will be made by the Office of the Dean.

3. If an offer is not accepted by the candidate, the committee will be asked to write a supporting statement for its second choice and this process will be continued until an acceptable candidate is secured.

4. If none of the invited candidates is to be recommended to the Dean, the Dean should be notified as to the reasons for this decision in writing. Additional candidates may be invited, but before issuing further invitations or continuing the search procedure, the Dean shall meet to discuss the matter with the chairperson and, if necessary, with the committee. If additional candidates are pursued, the expenditure of travel funds must remain consistent with the amount allocated for recruitment for the year. This will be particularly necessary in view of stringent limitations on funds available.

V. ANNOUNCEMENTS

1. An informal announcement will be made only to the selection committee when a candidate indicates that an offer would be accepted.

2. Once a formal offer has been accepted, a written announcement will be posted, announced in Mini Memos, and a copy will be provided to the appropriate department head and assistant director.

Revised
April 1, 1978

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RUTGERS
THE STATE UNIVERSITY OF NEW JERSEY
New Brunswick, New Jersey 08903

201/932-7093

Executive Vice President and Chief Academic Officer

March 19, 1981

Memorandum to: Provosts, Vice Presidents, Deans, Department Heads, and Others Concerned

From: Paul G. Pearson

Subject: Revised Guidelines for Recruitment and Selection of Faculty and a Substitution for Staff Guidelines

The enclosed Guidelines for Recruitment and Selection of Faculty have been revised to incorporate changes in University procedures and in federal equal employment opportunity regulations.

Every hiring authority and every member of a search or personnel committee who shares responsibility for filling a new or vacant faculty position should have and be governed by these guidelines. Appended to each are supplemental Guidelines for Staffing Externally-Funded Projects. Please give this packet the widest possible distribution on a continuing basis. Additional copies will be available in the Office of Provosts.

On December 11, I distributed the revised Guidelines for Recruitment and Selection of Noninstructional Staff. Since then, a change has been made in the supplement. Therefore, please substitute the enclosed Guidelines for Staffing Externally-Funded Projects for the pink pages attached to the noninstructional staff guidelines, and make the same request of everyone in your jurisdiction to whom the originals were distributed.

enclosures

cc: Lee Gidding
John R. Martin

Affirmative Action & Employment Research
Office of University Personnel

February 1981 (Rev.)

GUIDELINES FOR RECRUITMENT AND SELECTION OF FACULTY

State and/or Federal equal employment opportunity law protects all employees against discrimination on the basis of race, sex, color, religion, national origin, age, handicap, or status as a disabled veteran or veteran of the Vietnam era. In addition, EEO laws which apply only to federal contractors require the employer to make special efforts to employ qualified members of groups which historically have been targets of employment discrimination: minorities, women, handicapped persons, disabled veterans, and veterans of the Vietnam era. University policy in the areas of recruitment and selection, as expressed in these guidelines, have been designed to conform to the nondiscrimination and affirmative action clauses of EEO laws, orders, and regulations.*

There are two major requirements when recruiting for vacant faculty positions. One is a broad search that will result in a representative applicant pool. Such a pool is one in which minorities and women are found in substantially the same proportion as their availability in the recruitment area, which, for faculty, is national.** Preselection of a candidate or tailoring a job description to fit a particular individual is prohibited.

The second requirement is the dual sign-off of the completed Personnel Recruitment Summary Form (UPF-1) by the appropriate Provost and the Director of Affirmative Action & Employment Research (acting for the Vice President for University Personnel.) The dual sign-off must be received before an offer is made verbally or in writing.

The responsibility for recruiting, interviewing, and selecting academic personnel falls upon the academic department or discipline and requires approval of the Dean*** or Director, the Provost, and, when appropriate, the Dean of the Graduate School.

The guidelines below have been developed to assist hiring authorities in the recruitment and selection process in a manner which serves both the need to make and act upon decisions in timely fashion and the obligation to make them fairly and equitably.

The Position Description

The position description should define only essential functions. It should be precise regarding the area(s) of specialty, teaching and research responsi-

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* For a listing of major nondiscrimination in employment laws, see Attachment 1.

** Availability figures for faculty by field and subfield are available from the Office of Affirmative Action & Employment Research.

*** In these Guidelines, the Dean on the New Brunswick campus means the Dean of the Faculty of Arts and Sciences.

bilities, other duties, and special conditions of employment, if any. All qualifications must be job-related. A carefully drawn position description is valuable in several ways. It will screen out automatically at least some unqualified applicants; it will facilitate the process of matching candidate qualifications to position requirements; and it will serve as an important aid should the hiring department be called upon to document its choice.

The Recruitment Process

All position announcements, both internal and external, and all paid advertising must contain the tagline that Rutgers is an equal opportunity/ affirmative action employer. Copy should be written in sexually neutral language.

The requirements for a broad search that will result in a nondiscriminatory applicant pool can be met by combining the approaches listed below.

- ☐ Internal announcement of the faculty vacancy in the Rutgers Newsletter. In New Brunswick, this is done by the Provost's office upon receipt and approval of LARF. In Camden and Newark, the hiring department must complete a Faculty Position Announcement form (UPF-2) and submit it to the Provost's office, which will list the position in the Rutgers Newsletter.

  On all three campuses, the appropriate form must be completed and submitted to the Provost's office before the onset of recruitment, formal or informal, and at least six weeks prior to the date on which a job offer is made. After submission of these forms, the search may be initiated.

- ☐ Paid advertising which reaches a broad spectrum of applicants, such as in scholarly and professional journals and/or general publications like The Chronicle of Higher Education, Academe, and The New York Times. Since women and members of minority groups who are searching for opportunities at the faculty level turn to the same media as their white male colleagues, there is no requirement that additional paid advertising be placed in publications directed exclusively to these groups; and the decision to do so is optional.

  If more than one position is listed in a single advertisement, each should be numbered and applicants requested to specify the number of the position for which they are applying. In this way, the appropriate applicant pool for each position can be identified, and the race/sex/age breakdown requested on UPF-1 will accurately reflect that pool.

- ☐ External announcement of the faculty vacancy to the following, with a covering letter expressing an interest in receiving referrals which include women and members of minority groups and with a request to institutions to post the announcement:

  1. Key minority and female contacts, both on and off the campus, who are professionals in the field. These contacts can often locate qualified minority and female candidates through networking.

2. Graduate schools awarding degrees in the area of specialization. A representative pool of applicants will be developed only if departments which are contacted graduate a substantial number of minority and female students. "Sources for Recruiting Minorities and Women," prepared by the Office of Affirmative Action & Employment Research, may be helpful in this regard.

3. The employment service of the discipline's professional association. Whenever possible, at least one representative of the department or discipline should be available at national and regional professional meetings to conduct interviews.

4. Sources appropriate to the position carefully selected from "Sources for Recruiting Minorities and Women." The unit Affirmative Action Coordinator and the Office of Affirmative Action & Employment Research offer assistance in making the selection.

The Search Committee

Whenever possible, the Search Committee should include representation of women and members of minority groups.

The Search Committee should be apprised, either by the Dean or Director, department or discipline Chairperson, or unit Affirmative Action Coordinator if underrepresentation of minorities and/or women is occurring in the department or discipline in which the vacancy occurs. This information will guide the Committee in planning the extensiveness of the recruitment effort.

A copy of the Guidelines for Recruitment and Selection of Faculty should be provided to each member of the Search Committee. Copies are available on request from the offices of the Provost, Dean, Director, or Affirmative Action & Employment Research.

The Search Committee shall receive applications for no less than six weeks after the first published vacancy notice. However, this period may be waived when vacancies develop late in the semester or when a late release of lines occurs (see Handling Special Situations, pages 7 and 8).

To expedite the completion of UPF-1 after the recommended candidate is identified, someone should be delegated to review each application as it is received and record on the Recruitment Data Worksheet (UPF-1A) the raw data that will be necessary for calculating UPF-1 breakdowns.

The Search Committee should develop a list of clearly defined criteria - arrayed when possible, in order of importance - against which each applicant can be evaluated. These criteria must relate to job performance and be applied uniformly to all candidates.

It is the responsibility of the Search Committee to make every effort to treat all candidates who are interviewed in an equal fashion:

- All should be seen by a reasonable and representative number of voting members of the department or discipline.

- Comments of interviewers should be transcribed and added to each applicant's file, preferably immediately following the interview.

- All questions directed to the applicant should be related to the position for which he or she has applied. Questions concerning race, religion, ancestry, sex, marital status, age, or disability can be requested only after the appointment is made and for administrative purposes only (see Guidelines on Preemployment Inquiries, New Jersey Division on Civil Rights, Attachment 2).

If the strongest minority and female candidates have qualifications which fall only slightly short of the strongest white male applicants, the search committee should be encouraged, whenever possible, to schedule an interview. The same applies when applicants are handicapped, disabled veterans, or veterans of the Vietnam era. The on-campus visit may reveal additional strengths not evident on paper and thus place the candidate in a competitive position.

Should applicants include a member of a protected group who has particularly strong credentials, and should the recruitment budget be unable to support the cost of bringing this person to campus, the matter should be brought to the attention of the Provost's office.

If the job title, job description, or salary range of a vacant position changes after announcement, the position must be readvertised internally and externally.

Interviews with known handicapped applicants (i.e., those who are capable of performing the essential functions of a particular job with reasonable accommodation to their handicap) should be scheduled at accessible sites. Avoid questions regarding the nature and severity of the handicap. Discuss fully the job requirements and the qualifications necessary to fulfill them. Evaluate the candidate on the basis of her/his ability to perform the job with reasonable accommodation, and not on the handicap.

Accommodating the Handicapped

It is expected that hiring authorities will make reasonable accommodations to the known handicap of otherwise qualified applicants and employees when necessary to enable the applicant or employee to perform the job safely and effectively. In determining what is reasonable and what constitutes undue hardship, each case should be judged individually and the following factors considered:

1. The cost of the accommodation
2. The time required to make the accommodation
3. The effect of the accommodation on faculty, staff, and students
4. The effect of the accommodation on the conduct of the University educational programs and business affairs

Using these standards, examples of reasonable accommodations are the construction of a ramp at a building entrance or the lowering of a public telephone. On the other hand, the installation of an elevator most likely would constitute undue hardship.

In cases where necessary accommodations to an otherwise qualified applicant may cause undue hardship to the University, the hiring authority should notify the Director of Affirmative Action & Employment Research, who will convene a committee to evaluate the accommodation according to the criteria described above in order to determine whether the accommodation is reasonable.

Selecting a Recommended Candidate

Under equal employment opportunity law, the employer is entitled to select the most qualified candidate; and no appointment will be challenged so long as those who are not appointed are less qualified than the candidate selected.

When two or more competing candidates are equally qualified for a position, priority should be given to the individual from a protected group under the following circumstances: (1) when the position is in a department or discipline in which there is underutilization of minorities or women and (2) when one applicant is a handicapped individual, a disabled veteran, or a veteran of the Vietnam era.

If an applicant is known to be handicapped, a disabled veteran, or a veteran of the Vietnam era, the hiring authority must complete the Handicapped/Covered Veteran Reporting Form (UPF-18). If the applicant is unsuccessful, the reasons for the rejection must be described, as well as any accommodations which were considered for a disabled applicant. Copies of UPF-18 should be filed with the appropriate Personnel office and the Office of Affirmative Action & Employment Research before the vacancy is filled.

If the successful candidate is a known handicapped individual, and the hiring authority makes any accommodations to her/his handicap, these accommodations must be described on the Handicapped/Covered Veteran Reporting Form (UPF-18) and sent to the Personnel office and to the Office of Affirmative Action & Employment Research.

University policy permits permanent employment of relatives in the same or different departments or disciplines as long as they meet requisite standards. However, no administrative officer or colleague shall have immediate hiring authority over a relative or shall vote, make recommendations, or in any other way participate in deciding any matter which may directly affect the appointment, promotion, salary, or other status or interest of a relative.

All conversations with candidates under consideration, including the recommended candidate, must be exploratory and tentative. No verbal or written offer or commitment may be made by anyone other than the Dean or Director, and then only upon receipt of the dual sign-off of UPF-1 by the Provost and the Director of Affirmative Action & Employment Research.

UPF-1* and the Dual Sign-off

This form must be filed for each new full- and part-time (50% or more) faculty member at or above the rank of Assistant Instructor, regardless of the source of funding, when the appointment is for a period of nine months or more.

UPF-1 need not be completed and filed for:

- reappointments, including grant-funded faculty whose reappointment will be financed from another funding source
- teaching assistants and graduate assistants
- postdoctoral and other fellows
- visiting faculty
- coadjutant staff
- faculty appointed to positions requiring less than half-time
- faculty appointed for one semester only
- faculty who are transferred, unless the positions were announced internally and/or externally.

Preemployment inquiries regarding characteristics such as race, age, marital status, handicap, etc., are against State law (see Attachment 2). The profile data on the applicant pool requested on UPF-1 necessarily must be estimations based only on information included in or surmised from resumes or from information gleaned or voluntarily shared during the interview.

Attachments to UPF-1 are required under the following circumstances:

- ☐ When the hiring authority has departed from the Guidelines for Recruitment and Selection of Faculty, or when special circumstances surround the recruitment process or the size or composition of the applicant pool, an explanation should be attached to both the white and yellow copies of the UPF-1 when they are forwarded.

- ☐ When filling a vacancy in a department or discipline in which underutilization of minorities and/or women occurs, and the recommended candidate is not from an underutilized group, the vitae of the recommended candidate and of the two top-ranking applicants from the group(s) in which underutilization occurs must be attached to the white and yellow copies of UPF-1.

- ☐ When an applicant is a known handicapped individual, a disabled veteran, or a veteran of the Vietnam era, the Handicapped/Covered Veteran Reporting Form (UPF-18) must be completed and attached to UPF-1. A copy of UPF-18 should be sent simultaneously to the Personnel office. (Future accommodations made for handicapped faculty should be described in writing when they occur and copies sent to the Personnel office and to the Office of Affirmative Action & Employment Research.)

* For complete instructions on completing UPF-1, see reverse side of form.

The completed UPF-1, with attachments when required, should be signed in triplicate by the department or discipline Chairperson and the Dean or Director. Simultaneously, the white copy should be sent to the Provost and the yellow copy to the Director of Affirmative Action & Employment Research for review and sign-off prior to making an offer. In New Brunswick, UPF-1 must accompany the second round of the LARF.

Every effort is made to review UPF-1 promptly. After consultation between the Provost's office and the Office of Affirmative Action & Employment Research, the Provost's office will contact the department or discipline Chairperson:

- to announce the dual sign-off and grant permission for an offer to be made, or
- to request additional information essential to the review, or
- to request that the search be extended because the recruitment procedure or applicant pool is deficient.

Handling Special Situations

Should a vacancy occur as a result of a last-minute resignation or other emergency, or should there be a late release of lines from the Provost's office, a temporary one-year appointment may be made. It is expected that the letter and spirit of equal opportunity law will be observed in the informal procedures used to fill the emergency vacancy. Emergency appointees should be advised in writing of the temporary nature of their appointments and of the extensive search that will be undertaken at the expiration of their term. UPF-1 should be completed and filed as prescribed, with a written explanation of the emergency attached to both the white and yellow copies. Reappointment may not occur to positions filled on an emergency basis; and temporary appointees must be given appropriate and timely notice of nonreappointment. When temporary appointees apply for the same positions after they are announced under affirmative action procedures, they should be evaluated against the same job-related criteria applied to all other candidates.

Should a faculty member be granted leave and a replacement appointed, and should the permanently appointed faculty member then resign before returning from leave, guidelines for recruitment and selection must be followed. The replacement may be a candidate for the permanent position and should be evaluated according to the same job-related criteria applied to all other candidates.

If a coadjutant or teaching assistant is qualified for a full- or part-time faculty opening, he or she may not be automatically transferred into regular faculty status. A full search must be conducted, with the internal employee competing against other applicants in the pool.

When a hiring department has an opportunity to attract a clearly outstanding individual with unique qualifications and a singular and distinguished national or international reputation, the full search may be waived. Before negotiations with the candidate are initiated, however, the applicability of this exception to the particular candidate should be discussed with and approved by the Provost. If negotiations are successful, UPF-1 should be completed and processed as prescribed, with an attachment explaining the departure from established procedures.

Hiring authorities who are appointing personnel to externally-funded positions should be thoroughly familiar with the attached supplement to these guidelines entitled, "Guidelines for Staffing Externally-Funded Projects" (Attachment 3).

From time to time, hiring situations may arise that require special handling. Hiring authorities are encouraged to discuss these with the unit Affirmative Action Coordinator or the Director of Affirmative Action & Employment Research. Every effort will be made to accommodate these situations within the law and University procedures. Early consultation is a good guarantee against later delays.

Record Keeping

Each department or discipline will maintain on file for a period of two years a complete record of the recruitment and selection process involved in filling each vacancy, including recruitment sources, correspondence, vitae, evaluations of interviewers, the pink copy of UPF-1, a copy of UPF-18 when appropriate, and all other materials that would be of assistance in documenting:

- that good-faith efforts were made to recruit a broadly representative applicant pool,
- that all candidates were treated fairly and equitably,
- that the candidate selected was better qualified than those not selected.

Obligations to the New Appointee

It is the responsibility of the Dean or Director to inform the new appointee in writing of all terms, conditions, and privileges of employment.

It is the responsibility of the department or discipline Chairperson to inform the new appointee of all personnel procedures and standards that will govern her or his professional career at Rutgers, including criteria for reappointment, promotion, tenure, and nonreappointment, and to otherwise see that adequate supervision and periodic evaluation are afforded new members of the department.

MAJOR LAWS AND ORDERS GOVERNING NONDISCRIMINATION IN EMPLOYMENT

1. Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, as amended

   Prohibits discrimination against any employee or applicant for employment in all terms, conditions, and privileges of employment because of race, color, religion, sex, or national origin. Protects all persons.

2. Executive Order No. 11246 (1965), as amended

   Prohibits discrimination against any employee or applicant for employment on the basis of race, color, religion, sex, or national origin. Requires the employer to take affirmative action to expand employment opportunities for women and members of minority groups* and to eliminate those practices which have the effect of excluding or limiting their employment. Also requires a written affirmative action plan which establishes goals and timetables for overcoming the underutilization of minorities and women in the employer's work force.

3. Section 503, Vocational Rehabilitation Act of 1973

   Prohibits discrimination against any employee or applicant for employment because of physical or mental handicap regarding any position for which he or she is qualified. Requires the employer to take affirmative action to expand employment opportunities for the handicapped and to eliminate those practices which have the effect of excluding or limiting their employment. Also requires a written affirmative plan, but goals and timetables for hiring the handicapped need not be established.

4. Vietnam Era Veteran's Readjustment Assistance Act of 1974

   Prohibits discrimination against any applicant or employee because he or she is a disabled veteran or a veteran of the Vietnam era in regard to any position for which he or she is qualified. Requires that the employer take affirmative action to expand employment opportunities for disabled veterans and Vietnam era veterans and to eliminate those practices which have the effect of excluding or limiting their employment. Also requires a written affirmative action plan, but goals and timetables for hiring need not be established.

5. Age Discrimination in Employment Act of 1967, as amended

   Prohibits discrimination against persons 40 to less than 70 years of age with respect to compensation and all other terms, conditions, and privileges of employment.

* Defined as Black, Hispanic, American Indian or Alaskan Native, and Asian or Pacific Islander.

6. Equal Pay Act of 1963, as amended

   Prohibits discrimination in salaries and in most fringe benefits on the basis of sex.

7. New Jersey Law Against Discrimination (N.J.S.A. 10:5-1 et seq.) (1945)

   New Jersey has one of the most sweeping nondiscrimination in employment laws in the nation. It prohibits employment discrimination in all terms, conditions, and privileges of employment because of race, creed, color, national origin, ancestry, age, marital status, sex, handicap, or liability for service in the Armed Forces of the United States. It contains no affirmative action requirements, but these may be imposed if an employer is found in violation of the law.

For further information about these laws and other federal statutes prohibiting discrimination in employment, contact:

Affirmative Action & Employment Research
39 Union Street
New Brunswick, New Jersey 08903
Extension 7151

GENERAL PROCEDURES FOR APPOINTMENT

The normal procedures for all Library faculty appointments must be in conformity with the University policy outlined in the 14 step planning and hiring procedures for all academic personnel (referred to previously under the section, AFFIRMATIVE ACTION, and set forth in Appendix A of this Handbook). These procedures stipulate that they apply to appointments involving tenure system faculty, job security apecialists, and librarians.

The procedures are also to be used for temporary faculty and staff whose appointments are for nine months or longer, except when a waiver of the procedures is approved by the Office of the Provost. If a waiver is requested and approved, the detailed steps in the procedural process are reduced, and the normal search and selection process eliminated.

In all cases, the final recommendation for appointment is made by the Director of Libraries with the approval of the Provost. For appointments requiring all the mandated procedures, the Director of Libraries' decision regarding recommendations will be made only after the consideration of the search and selection process described below. Upon approval of the Office of the Provost, all recommendations for appointment are submitted to the Board of Trustees for action.

SPECIFIC PROCEDURES FOR APPOINTMENT

Procedures described in this section are limited to the Library's search and selection process. For a full description of all procedures involved in appointments, the reader is advised to refer to Appendix A.

A request for Library faculty appointment normally originates in an individual departmental administrative area. Specific procedures followed in relation to recommendations of candidates for appointment consideration relating to these requests are designed to be in harmony with general University policy calling for position planning, posting and advertising the position; stating minimum requirements; recruiting for affirmative action goals; and screening applications by an acceptable search and selection committee following an accepted process.

The search and selection committee involved in recommendations for appointment includes individuals representing the department in which a position to be filled is located. This committee is responsible for screening applicants for the position and submitting a final recommended list of candidates for appointment consideration to the Director of Libraries.

Members of the search and selection committee include the following individuals: the associate/assistant director of the departmental area who serves as chairperson, supervisors of the departmental unit, and elected members of the departmental advisory committee.

Procedures followed in the search and selection process are listed below:

1. Members of the search and selection committee make a preliminary screening of applicants which is conducted on the basis of excellence of qualifications, credentials, and affirmative action goals.

2. The screening is continued until a final list of recommended candidates is reached and submitted to the Director of Libraries for his/her consideration. If the search and selection committee so decides, it may indicate first, second, and third choice in its recommendation. Reasons for selection recommendation and rejection of other candidates are required.

3. The Director of Libraries approves or disapproves the final recommendation list. If approved, the Director makes a decision on the candidate to be recommended for appointment, and submits the recommendation to the Provost.

4. If the Provost accepts the recommendation, the Director of Libraries writes a letter to the candidate indicating intent to recommend, and giving terms and conditions of employment specific to the appointment: position title, ranking, salary, time period covered by the appointment, general expectations in regard to professional responsibilities, information about employee processing, as well as other terms and conditions peculiar to the particular appointment.

5. If the offer is accepted, Board of Trustees' action is required for confirmation of the appointment.

6. If the offer is rejected, the Director of Libraries may recommend another candidate from the recommendation list.

7. Should this candidate as well as others on the recommended list reject the offer, a new search and selection process is conducted until a final acceptance is accomplished. The request for the appointment may be modified or temporarily withdrawn.

8. If the Director of Libraries or the Provost rejects all candidates on the final recommendation list, a new search and selection process for the appointment is conducted until satisfactorily concluded.

Procedures for appointments involving Associate or Assistant Directors of the Library and for Assistants to the Director of Libraries are in accord with the procedures developed for appointing other members of the Library faculty. A major difference, however, lies in the composition of the search and selection committees established for the purpose of conducting the search and selection process.

When a situation arises in which an associate or assistant director's position in one of the major administrative areas of the Library becomes vacant or is announced, the Bylaws* of the Library faculty call for procedures for the composition and establishment of an acceptable search and selection committee for the appointment process as a shared responsibility of the Director of Libraries and the Library faculty. These procedures are as follows:

1. Four members of the Library Advisory Council are selected to represent the Council on the committee and will consist of:

   a. Members of the Council representing the department concerned.

   b. Two individuals elected by and from the elected members of the Council who are selected to represent the remaining departments.

2. The committee will further consist of three representatives from the Library faculty appointed to the committee by the Director of Libraries in consultation with all members of the Library Advisory Council. These representatives will consist of:

   a. Two librarians selected from the department concerned who occupy positions of administrative responsibility.

   b. One librarian who may or may not have administrative responsibilities who is selected to represent the other departments of the Library.

3. The committee may be augmented, at the discretion of its members, by the addition of other members of the Library faculty or of the University community.

4. The Director of Libraries serves as chairperson of the committee.

5. Before the recommendation of a candidate for the position is submitted to the Provost for final approval, all members of the Library Advisory Council are consulted.

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*See Library Faculty Bylaws, Appendix C.

(12/5/80)

The procedures developed for the composition of search and selection committees for appointments involving positions which are administrative staff (non-line) positions, including the Office of the Assistant Director for Systems and Planning; other administrative staff assistant director positions which may be established; and for positions of Assistant to the Director of Libraries are the same as those listed above, except for the stipulations noted in 1. a. and b., and in 2. a. and b. Representation on the search and selection committees for these appointments will consist, in as far as possible, with equal representation from among the various departments of the Library and without administrative responsibilities restrictions.

Specific procedures for the appointment of an individual to the position of Director of Libraries are not formulated in this Handbook. According to the Bylaws for University Academic Governance, procedures for the appointment of the Director of Libraries, like those for the appointment of all University level unit administrators who determine policies significantly affecting the academic programs of the University, are developed by the Academic Council for submission to the President of the University.*

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*See Bylaws for Academic Governance, Sections 3.2.5.5. and 3.2.5.5.1.

APPENDIX A

PLANNING AND HIRING PROCEDURES FOR ACADEMIC PERSONNEL*

Michigan State University

Office of the Provost, March 14, 1979

PLANNING PROCEDURES

Step 1 - Assessment & Goal Setting by Dean

a. Dean assesses staffing needs for college programs and set priorities in the "Annual Evaluation and Review Process" (AE&R Change Plan and Budget Request).

b. Dean assesses specific department staffing plans against AE&R Change Plan and Budget Request.

c. Dean assesses affirmative action goals.

Step 2 - Preliminary Allocation of Position(s) to Unit(s) as Resources Become Available

a. Unit administrator indicates probable vacancies or need for new position.

b. Dean and unit administrator discuss staffing priorities of the unit.

c. Dean and unit administrator discuss qualifications necessary for new faculty.

d. Dean and unit administrator discuss affirmative action goals of the unit.

HIRING PROCEDURES

Step 3 - Request from Unit to Fill Positions

a. Unit administrator completes the Academic Position Request form.

b. Unit administrator writes a letter for the dean:

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* Applies to tenure system faculty, job security specialists, and librarians. These procedures should also be used for temporary faculty and other academic appointments, except when the "Waiver of Affirmative Action Procedures for Filling Academic Positions" is approved.

1) justifying the need for the position, the necessary qualifications of candidates, and the type of appointment proposed;

2) suggesting a time schedule for filling the position;

3) reviewing affirmative action goals and availability data in relation to this position; and

4) relating request to the AE&R Change Plan and Budget Request; or explaining why no relationship to the plan is evident.

c. Unit administrator attaches a draft of the position advertisement, together with the Academic Vacancy Checklist (AVC).

Step 4 - Analysis Process

a. Dean approves/disapproves the position based upon:

1) program needs,

2) priorities (University and college),

3) budget implications, and

4) affirmative action goals.

b. If approved, dean forwards position request form and supporting documents (letter, AVC, and draft of position advertisement) to the Budget Office.

Step 5 - Approval Process

a. The Budget Office assigns a position control number, Provost's staff studies the request, and appends supplementary data such as level of productivity, enrollment projections, staff flexibility, etc.

b. Provost approves/disapproves the request and returns information to the Dean after consideration of the following:

1) program needs,

2) priorities (University and college),

3) budget implications,

4) affirmative action goals,

5) staff flexibility, and

6) salary range.

Step 6 - Approval of Search and Selection Process*

a. Unit administrator submits to dean an outline of the proposed search and selection process, or submits a "Request for Waiver" form to the dean. Waivers for tenure stream faculty must be forwarded for approval by the Provost. If a waiver is approved, unit proceeds to Step 12.**

b. If a waiver is not appropriate, unit submits Section A, B, and C of the Affirmative Action Report form for review of the dean who approves/disapproves on the basis of:

1) an acceptable search and selection procedure,

2) an acceptable process for seeking minority and women candidates,

3) an acceptable advertising effort,

4) an acceptable search and selection committee membership.

c. Dean returns Affirmative Action form (with A, B, C, completed) or a Waiver to unit administrator and sends a copy to the Department of Human Relations.

Step 7 - Posting and Recruiting

a. Unit administrator:

1) insures that position advertisement conforms to any modifications made by the Provost on the Position Request form,

2) forwards to the Office of Personnel and Employee Relations:

a) a copy of the Academic Vacancy Checklist

b) a copy of the advertisement with position control number assigned by Budget Office.

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* A unit may use the same search and selection committee for more than one vacancy. This can transpire while the approval process is proceeding independently.

** See "Request for Waiver" form for restriction.

3) sends a purchase requisition for external advertising (for which there is a charge) and a copy of the advertisement with a position control number directly to the Purchasing Department.

4) sends a copy of the advertisement to the Department of Human Relations for distribution to all local groups interested in or charged with assisting the unit in locating minority or women candidates.

b. The Office of Personnel and Employee Relations:

1) adds the Academic Vacancy Checklist to the central file of open positions available to the public,

2) sends advertisement (with position control number) to:

a) MSU Faculty Bulletin

b) Michigan Employment Security Commission, and

c) MSU Placement Bureau.

Step 8 - Preliminary Screening

a. Unit administrator acknowledges all communications from candidates and from all groups suggesting candidates.

b. Search and selection committee screens all candidates on the basis of excellence of qualifications, credentials, and affirmative action goals.

c. Search and selection committee recommends a list of final candidates and submits Section D of the Affirmative Action Report form (showing those eliminated to date) for review and approval of the unit administrator.

d. Unit administrator submits lists of final candidates and Section D of the Affirmative Action Report.

Step 9 - Dean's Approval of Screening

a. Dean reviews list of final candidates and Section D of the Affirmative Action Report form.

b. Dean approves process to date, authorizes further action, and returns list and Affirmative Action Report form to unit administrator.

Step 10 - Final Selection

a. Search and selection committee submits its final recommendation list to the unit administrator, along with

Sections D and E of the Affirmative Action Report form. (Section E gives reasons for selecting the preferred candidate and reasons for rejecting other finalists.)*

Step 11 - Approval of Final Selection

a. Unit administrator approves/disapproves the final recommendation list and decides on the offer to be recommended.

b. The unit administrator submits the list and, for the preferred candidate, the appointment form, including salary rate, and the completed Affirmative Action Report form to the dean.

c. Dean approves/disapproves the selection and the appointment terms. If salary exceeds the approved range in Step 5, item b) 6, the dean consults the Associate Provost.

d. Dean forwards a copy of the completed Affirmative Action Report Form (D & E) to Department of Human Relations.

Step 12 - Offer

a. Unit administrator makes a offer to the final candidate and details in writing the terms and conditions of employment** (as per policy approved by the Board of Trustees) and provides a copy to the dean.

b. Candidate accepts or rejects.

c. If the preferred candidate rejects the offer, others on the final recommendation list may be considered. Return to Step 11.

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* The search committee should transmit to the unit administrator a file of all applications, and records of its procedures. This file should be retained for three years.

** The terms and conditions of employment shall be provided in writing to the faculty member at the time of offer. These terms shall include:

1. the time period covered by the appointment,
2. salary provision,
3. the general expectations in regard to professional responsibilities of the person being appointed,
4. the Code of Teaching Responsibilities (for librarians, substitute: the "Statement on Professional Responsibilities"), and
5. information about employee processing.

Step 13 - Medical Evaluation

a. If the candidate accepts, he/she submits to a medical evaluation of health characteristics as they relate to specific job requirements, including the use of adaptive equipment and reasonable accommodation for job performance. The evaluation form is filed with the Health Center.

b. The Health Center sends its recommendations to the Secretary of the Board with copies to the unit administrator and the dean.

Step 14 - Final Appointment

a. Unit administrator completes appointment forms and Affirmative Action Report forms or approval of Waiver of Affirmative Action Procedures and forwards them, with a copy of the letter of offer, successively to the dean and the Provost.

b. The Provost forwards appointment forms to the President and the Board of Trustees.

c. Unit administrator informs all applicants that the position has been filled.

B. The System of Professional Position Categories

The classification scheme described herein consists of five Position Categories. Positions not included in the classification are those designated as University Librarian, the Directors of Resources, Services and Support, and the Law and Health Sciences Librarians. (See Appendix E for a list of positions by current title.)

A "position-grading" system was used to determine appropriate position categories. This process involved analyzing each position in relation to other positions and classifying it in terms of level of responsibility. Factors taken into consideration in this process were: complexity of the skills required for the position; nature and extent of relationships with students, faculty, the general public, and academic and administrative components of the University; responsibility for developing and implementing policies, programs and services; and supervisory or administrative responsibilities (including composition of staff). In essence, the analysis of these factors indicates that there is an ascending level of position categories governed by the extent of administrative duties and/or policy-making responsibilities.

The classification scheme views the function of a position as constant although the manner and the effectiveness with which the function is accomplished varies, depending on a number of factors including the training, background, and experience of the incumbent. Because this is a classification of positions, not of people, the concept of a "beginning" professional position, i.e., one budgeted at the current beginning professional salary and usually filled by a recent library school graduate with little or no previous professional experience, is not reflected in the scheme. Theoretically, a "beginning librarian" could be appointed to a position in any category. Realistically, however, such appointments would be unlikely for positions requiring substantial administrative, technical, or program responsibilities.

1. Position Categories

The following paragraphs describe the general functional characteristics of each position category. The nature and degree of the direction or supervision received in each category cannot be generalized. Direction will vary, depending on the experience of the individual at Columbia and elsewhere and on the priorities of the unit and the library system.

Position Category I

Positions in this category are responsible for performing duties requiring the utilization of the fully realized professional skills and techniques of the trained and experienced librarian. They involve complex technical, bibliographical, or administrative skills. These positions may have supervisory responsibility for

supporting staff and for a relatively small number of professional librarians. Administrative responsibility for relatively small units may be involved. These positions may participate in the development of policies, programs and services and have responsibility for their implementation.

Position Category II

Positions in this category are responsible for administrative, bibliographical, or technical functions of a broader scope than those in Position Category I or for performing an unusual amount of original bibliographical research. These positions may have supervisory responsibility for a medium to large unit involving supporting staff, for a smaller specialized unit, or share such responsibility for a relatively large number of professionals with a senior officer. Responsibility for the development and implementation of policies, programs and services is generally more extensive in this category.

Position Category III

Positions in this category are responsible for service, technical, bibliographical, or administrative functions which have substantial implications for library operations and performance, including responsibility for the development and implementation of policies, programs, and services.

Position Category IV

Positions in this category are responsible for service, technical, bibliographical, or administrative functions which have more substantial implications for library operations and performance than those in Position Category III. These positions are heavily involved in the development and implementation of policies, programs, and services.

Position Category V

Positions in this category are responsible for major administrative components of the library system or for formulating and executing system-wide policies, programs, and services, with appropriate consultation.

2. Qualifications for Appointments

Normally, the basic educational requirement for appointment to a professional librarian position is a graduate degree in librarianship from an accredited library school. Under exceptional circumstances, academic specialization in another subject area relevant to the needs of Columbia may be substituted for the library degree.

It is impractical to state specific qualifications for the five Position Categories because of the variety of functions found within any one category. Therefore, prior to posting and advertising an opening, the qualifications for a specific position will be determined in accordance with equal opportunity requirements.

3. Procedure for Applying for Position Vacancies

The Assistant University Librarian for Personnel is required to review the duties and responsibilities of a position with the appropriate administrative officers to determine if any changes have occurred which might affect the classification of the position.

The University's Affirmative Action Program requires that recruitment normally include both internal and external searches. The internal search requires the posting of the vacancy throughout the library system. (see Appendix F, Non-Discrimination Policy).

a. Internal Applicants

Staff members interested in a posted vacancy should contact the Assistant University Librarian for Personnel during the period indicated in the posting. This should be done in writing since the application and interview processes are considered confidential. Generally, a brief memorandum stating the specific position being applied for should be sent to the Assistant University Librarian. If, however, an applicant has special qualifications relevant to the job requirements, and these may not be apparent from records on file in the Library Personnel Office, the memorandum should include a statement of these qualifications. The Assistant University Librarian contacts all applicants and arranges formal interviews for those who qualify for the position. Staff members are not required to inform their supervisors of their application for a position until they are notified that they will be scheduled for formal interviews.

b. External Applicants

The external search varies, depending upon the nature of the position and qualifications required. External sources of recruitment include but are not limited to the following publications or agencies: the "librarian openings" section of the Sunday New York Times book review; the placement offices of various accredited library schools, primarily on the Eastern Seaboard and in the Mid-West; and the "Jobline" of the New York State Library Association. The "Job Roster" of the Social Responsibilities Round Table of the Task Force on Women, a component of the American Library Association, is used when an extensive search is made for candidates for senior level positions.

THE UNIVERSITY OF MARYLAND LIBRARIES
COLLEGE PARK, MARYLAND
20742

OFFICE OF THE DIRECTOR

September 26, 1978

Administrative Memo # 45-A

Re: Associate Staff Selection

The following are guidelines for use by library staff involved in the selection for employment of associate staff exclusive of the Directors' staff. Time limits, numbers of candidates, and other quantities cited are guidelines only, and are not definitive or exclusive.

These guidelines allow for extensive peer group involvement in the selection of their colleagues, through the mechanism of a selection advisory committee appointed by the Library Assembly and by the appropriate Associate Director. The responsibility of a selection advisory committee is to select candidates for interview, to participate in the interview and consideration process, and to make a recommendation for employment through the appropriate Associate Director to the Director of Libraries.

The responsibilities of the parties involved are outlined below:

A. The Department Head prepares a detailed job description and submits it through the Associate Director to the Library Personnel Office. NOTE: If the vacancy involves a position reporting directly to the Associate Director, the Associate Director prepares and submits the description.

B. A selection advisory committee usually comprises:

For Associate Librarian I and Associate Librarian II positions

Chair - the head of the department in which the vacancy exists.
One associate staff member selected by the Associate Director.
One associate staff member selected by the Library Assembly Appointments Committee.
The immediate supervisor of the vacant position if not one of the above.

For Librarian I and Librarian II positions

Chair - the head of the department in which the vacancy exists or the Associate Director in the case of a vacant department headship.
Two staff selected by the Associate Director, at least one of whom shall be an associate staff member.
Two associate staff selected by the Library Assembly Appointments Committee, at least one of whom shall be from a department other than that in which the vacancy exists.
The immediate supervisor of the vacant position if not one of the above.

A selection advisory committee may add persons to the committee. If a vacancy occurs in the committee, the Library Personnel Office will coordinate the appointment of a replacement with the appropriate appointing authority as noted above.

The Selection Advisory Committee

1. receives a copy of each application sent to the chair for routing among committee members;

2. meets as soon as possible after all applications have been considered and selects a roster of candidates for further consideration, including all qualified in-house applicants;

3. obtains references by telephone and requests written confirmation;

4. submits to the Library Personnel Office a ranked list of the candidates it wishes to interview;

5. may arrange through the Library Personnel Office a telephone conference discussion with the top two or three candidates;

6. interviews applicants from the Library's staff who meet the minimum qualifications for the position;

7. arranges interview schedules for candidates;

8. convenes after each candidate is interviewed and records its evaluation;

9. completes the Associate Staff Selection Recommendation Form and forwards the form to the Associate Director/Director with an analysis of the reasons for recommending or not recommending each candidate interviewed.

C. The Library Personnel Office

1. posts the vacant position; obtains approval for hiring; advertises the position;

2. convenes a meeting of the Library Assembly Appointments Committee Chair, the Associate Director and the Department Head to discuss the requirements of the position and to discuss the composition of the selection advisory committee;

3. advises committee members of their appointment;

4. convenes the first meeting of the committee to discuss the elements of the selection and interviewing procedure, including Affirmative Action and Equal Employment Opportunity requirements, planning and interview techniques, identification of potential candidates who may be invited to apply, salary matters, advertising media, and other relevant matters;

5. receives and acknowledges all applications and sends one copy of each application to the committee chair to be routed to committee members, screening applications only to the extent of excluding candidates who do not meet the minimum qualifications;

6. assists in obtaining references;

7. arranges interview with candidates and coordinates candidates' travel arrangements;

8. makes employment offer to the candidates selected by the Director;*

9. dissolves the selection advisory committee and receives all committee records after the appointment is made. These records will be retained in the Library Personnel Office for at least one year.

*The Director of Libraries receives and acts upon recommendations from the selection advisory committee and, having approved a candidate, authorizes the Library Personnel Office to make an employment offer.

VANDERBILT UNIVERSITY LIBRARY

419-21st AVENUE SOUTH
NASHVILLE, TENNESSEE 37203

Office of the Director (615) 322-2834

TO: Division Directors

FROM: Keith M. Cottam KMC

SUBJECT: Professional-Exempt Recruiting Guidelines for Librarians

DATE: September 3, 1981

The enclosed "Professional-Exempt Recruiting Guidelines for Librarians" and "Guidelines for Screening Committees" (August 1981) are herewith sent for your information. The Guidelines are revised from those issued in June 1980 and reflect our experience in refining VUL practice and working within the University's personnel policies and procedures. They apply throughout the VUL.

As you may know, each screening committee chairman meets with me to discuss the Guidelines, all screening committee members are given copies, and an orientation session is held with each committee before they begin working.

KMC/js

Enclosures

cc: Glen Clanton, Deputy Provost

PROFESSIONAL-EXEMPT RECRUITNG GUIDELINES
FOR LIBRARIANS

GUIDELINES FOR SCREENING COMMITTEES

VANDERBILT UNIVERSITY LIBRARY

AUGUST 1981

1. Screening committees are appointed by the Director of the VUL in consultation with a division director responsible for filling a specific position. Committees will be composed generally of librarians from throughout the VUL, with at least one person appointed from the support staff. The purpose of the committee is to bring to the selection process a wider variety of experience, points of view, and organizational representation than would be the case if screening were done entirely by the librarians from a department or division immediately concerned. Supervisors of positions being filled are excluded generally from committee membership in order to enhance the openness and objectivity of the screening process. The proceedings of the committees are confidential. (SEE ALSO the "Search Committee Guidelines" for Key Staff Professional/ Administrative positions issued by the VU Opportunity Development Center.)

2. The committee's functions are to:

   a. screen all applications received on the basis of criteria established by the committee and drawn from consultation with the immediate supervisor for a position, the vacancy announcement, from competency requirements stated in the description for a job, and in accordance with procedures adopted by the committee;

b. receive and assess references and other material in support of selected applicants. (The VU Employment Center requires that all reference checks be done only through the office of the VUL administrator responsible for professional-exempt recruiting.);

c. select and recommend to the Director of the VUL the applicants, ranked in order of preference, who should become candidates for interviews;

d. recommend an interview schedule;

e. participate in the interviewing and contribute individual appraisals on each candidate;

f. record and report the decisions, actions, and recommendations of the committee to the VUL administrator responsible for professional-exempt recruiting (i.e., procedures adopted, screening criteria used, and other specific reports designated in these guidelines). NOTE: This is not intended to result in minutes of committee proceedings.

3. The Director of the VUL, in consultation with an appropriate division director, is responsible for decisions regarding professional-exempt appointments.

4. The screeing process normally requires a minimum of three committee meetings and some independent work:

a. FIRST MEETING: Adopt committee procedures, including screening methods, and confirm the selection criteria to be used. (The supervisor for the position being filled should be invited to counsel with the committee at its first meeting. Any special circumstances can be described, the most important selection

criteria discussed, and the applications reviewed.)

b. Independently study the applications and, on the basis of the criteria, identify the applicants who appear to be outstanding.

c. SECOND MEETING: Select those applicants judged to be best suited for futher investigation and consideration. (A critical selection should be made, thus limiting the need for costly, time consuming reference checks.)

d. Request the Library administrator responsible for professional-exempt recruiting to acquire references. (The supervisor for the position being filled should be given access to the documentation on the selected applicants, including applications and references, and invited to extend an opinion to the committee regarding the qualifications of the remaining applicants.)

e. THIRD MEETING: Review the references and select the applicants (ranked in order of preference) for recommendation to the Director of the VUL for interviews; recommend an interview schedule, including the names of all those who should participate. (The supervisor of the position being filled should be given priority scheduling.)

f. Submit the recommendations for candidates (including a file on each) and the proposed interview schedule to the Director of the VUL for approval. (The VUL administrator responsible for professional-exempt recruiting will manage interview schedule arrangements.)

g. Participate in the interviews and submit independent written appraisals to the Director of the VUL on each candidate. The appraisals are confidential and are requested from all those

participating in the interviewing. (NOTE: The goal of the screening process, particularly the interviewing, is to acquire sufficient evidence which will show in sharp contrast the qualifications (knowledge, skills, abilities) of the candidates and which will facilitate critical judgments regarding those qualifications. We are looking for the best person to fill a position, one who not only meets minimum qualifications, but also one who is best suited for the job. The committee may wish to contritute a collective recommendation regarding an appointment in addition to the independent written appraisals submitted.)

4. A committee completes its work with participation in the interview process, the submission of independent written appraisals, and the deposit of all files and screening records with the VUL administrator responsible for professional-exempt recruiting. A committee may be recalled for service if additional candidates are required or a search is reopened.

PROFESSIONAL-EXEMPT RECRUITING GUIDELINES
FOR LIBRARIANS

VANDERBILT UNIVERSITY LIBRARY

AUGUST 1981

1. Recruiting for librarians is initiated by a division director in consultation with the Director of the VUL and with the completion of a "Vanderbilt University Personnel Request" form. The form with all required signatures must be received by Personnel Services before position advertisements are placed or vacancy announcements distributed.

2. The recruiting process for librarians is coordinated by the VUL administrator responsible for professional-exempt recruiting and includes the following:

   *Write a vacancy announcement and placement advertisement in cooperation with the division director responsible for filling a vacancy.

   *Submit the vacancy announcement and placement advertisement to the VU Employment Center Manager for review and approval regarding AA/EEO requirements.

   *Arrange for the Employment Center to place the advertisement in job vacancy sources, such as The Chronicle of Higher Education.

   *Arrange for the printing and distribution of the vacancy announcement to library schools and other sources of applicants, including direct mailing to potential applicants.

   *Counsel with prospective internal applicants.

   *Receive copies of all applications for a vacancy from the Employment Center. (All applications for professional-exempt vacancies are sent to the VU Employment Center as a requirement of the

University's Affirmative Action Plan. The Employment Center acknowledges receipt of all applications.)

*Manage the screening and selection procedure, including reference checks, without further assistance from the Employment Center. SEE THE VUL "GUIDELINES FOR SCREENING COMMITTEES."

*Schedule all candidates for an interview with the Employment Center Professional Recruiter, in addition to the interview schedule in the Library, for the purpose of conveying information on University employee benefits, rules, regulations, policies and procedures.

*Announce the interview schedule to the librarians, all of whom are invited to participate in the interviewing at a specific time. One from among those assigned to participate will be asked to serve as chairman.

*Extend an offer of appointment (done by the Director of the VUL).

*Inform the Employment Center when an appointment is made and request that all unsuccessful applicants be informed. Unsuccessful candidates--those interviewed but not selected--are contacted by the VUL administrator responsible for professional-exempt recruiting.

*Announce appointments in the VUL newsletter and to the library press.

3. The hiring authority for the Library system rests with the Director of the VUL.

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Recruitment

Prior to the consideration of any candidate for a permanent position as Librarian:

1. A written position description will be made public stating the responsibilities and minimum qualifications. Qualifications will be specific and valid predictors for successful job performance.
2. Notices of the position vacancy will be placed in appropriate publications and, when applicable, the professional job registries. All such advertisements will include an Affirmative Action Statement.
3. Notice of the available position will be sent to institutions that are known to serve primarily women, handicapped persons, disabled and Vietnam Era Veterans, and minorities.

Selection

Prior to the selection of a candidate for a permanent position as a Librarian:

1. Incoming applications will be screened in the Director's Office for appropriate qualifications. All materials required as evidence of professional competence shall be the same for each candidate.
2. A Selections Committee shall be constituted as follows:
   A. For positions below the Department Head Level:
      1) The Associate Director
      2) The head of the department of the vacancy
      3) One librarian below department head level or one classified staff member from the department in which the vacancy occurs, to be chosen within the department
      4) One librarian below department head level from a department other than the one in which the vacancy occurs*
   B. For positions at the Department Head Level:
      1) The Associate Director
      2) One Department Head from Technical Services and one from Public Services, to be appointed by the Director
      3) One librarian below department head level or one classified staff member from the department in which the vacancy occurs, to be chosen within the department.

4) One librarian below department head level from a department other than the one in which the vacancy occurs*

C. For positions of Associate Director:

A committee to be appointed by the Director

3. The Selections Committee shall include females, minorities, handicapped individuals and veterans to the extent practicable.
4. Operating under procedural guidelines established by the Director of Libraries, the Selections Committee will review applications and other supporting documents as appropriate and recommend to the Director names of persons to be given further consideration.
5. A copy of the position description will be sent to all candidates invited for an interview prior to their interview with the Selections Committee. Interviews by the Selections Committee with a potential candidate shall not address special questions of race, sex, handicaps, veteran status, or family obligations, unless such questions are relevant to satisfactory job performance and are asked equally of all candidates.
6. The Selections Committee shall recommend several names to the Director as candidates for appointment, with documentation for its decision.
7. From this list, the Director shall make the final selection.

*Annually the professional staff will elect four librarians, two from Technical Processing and two from Public Services below Department Head level. The Director will select a librarian from among these four for each Selections Committee.

Initial Rank

1. All appointments shall be referred to the Committee on Promotions for consideration of the appropriate rank.
2. Committee recommendations shall be made on the basis of the standards set forth in the statement of Professional Ranks (See section on Promotion, page 5 for general standards regarding Professional Ranks), which shall be applied equally to all candidates for appointment.
3. The Director shall make all final decisions regarding rank and salary and shall make such determinations on the basis of the experience and qualifi-

tations of the person involved, the program and staffing needs of the Library, available and potential financial resources, and the recommendations of the Committee on Promotions. The Committee on Promotions shall be informed of the Director's decision concerning initial rank.

4. Normally, the first three years of service at the General Libraries in any rank will be probationary, as described in the Statement of Policies Governing the Professional Library Staff.

Documentation

Copies of all position descriptions, advertisements, and notices will be kept on file in the Director's Office for a period of no less than three years.

Documentation of the selection process, including data concerning all applicants, shall be kept on file in the Director's Office for a period of not less than three years.

Records of the basis for the decision of both the Committee on Promotions and the Director shall become part of the Evaluation and Promotion file of the candidate for appointment.

Procedure for the Establishment and Functioning of Search Committees for Filling Regular Faculty Positions at the University Libraries, Twin Cities

I. Purpose of Search Committees

Search committees are expected to seek out and identify the best qualified nominees available for designated positions, irrespective of sex, religion, race, national origin, age, or any other criteria violating affirmative action statutes. The primary reasons for the use of search committees are: 1) to bring to bear a desirable breadth of knowledge regarding potential sources of nominees and their qualifications for a position; 2) to assure that all programs and constituencies primarily affected by the position will have appropriate representation in the identification of nominees.

II. University Libraries' Positions for which Search Committees are Established

In keeping with general University policy and practice, search committees are established for the following positions within the University Libraries, Twin Cities: 1) all regular faculty positions; 2) all administrative positions which also involve regular faculty appointments. The latter positions include, but are not necessarily limited to,, Assistant Directors of University Libraries and Directors of the major University Libraries departments: Bio-Medical Library, Central Technical Services, Institute of Technology Libraries, St. Paul Campus Libraries, Walter Library, Wilson Library. (The Director of University Libraries is considered a major administrative position at the University and is covered by the University guidelines established for filling such positions.)

The search process followed in filling faculty positions is different from the search process followed in filling administrative positions which involve faculty appointments. With the former positions, the search is focused upon and primarily handled by the University Libraries Department to which that position is assigned. Such positions are hereinafter referred to as "positions requiring departmental searches" and the committees involved are described as "departmental search committees." With the latter positions, the focus of the search is University Libraries-wide, taking cognizance of the importance of these positions for the University Libraries and the University as a whole. Such positions are hereinafter referred to as "positions requiring University Libraries-wide searches" and the committees involved are described as "University Libraries-wide search committees."

III. The Position Description

Descriptions of positions for which searches are conducted are prepared and approved administratively in advance of the search. Descriptions of positions for which Departmental searches are conducted are prepared by the Director of the Department concerned. Descriptions of positions for which University Libraries-wide searches are to be conducted are prepared by the Director of University Libraries. All such position descriptions are forwarded by the Department Director (in the case of Departmental searches) or the Director of University Libraries (in the case of University Libraries-wide searches) to the Library Faculty Personnel Committee for their review and comment before search committees are appointed. The Library Faculty Personnel Committee gives particular attention to whether or not the responsibilities

identified in the position description are appropriate for a faculty position with regard specifically to the University and University Libraries criteria for promotion and tenure, and recommend any changes to the Department Director (in the case of Departmental searches) or to the Director of University Libraries (in the case of University Libraries-wide searches) that it deems desirable.

IV. Formation of Search Committees

For all positions requiring departmental searches, search committees shall be composed of representatives drawn from the following constituencies: 1) members of the faculty within the same University Libraries Department to which that position is assigned; 2) members of the Library Faculty from other University Libraries Departments; 3) members of the faculty from other collegial units within the University who have a constituency relationship to the position in question.

All members of the search committee are appointed by the Director of the University Libraries Department to which the position is assigned. The process by which departmental members of search committees are nominated is left to the discretion of the individual Department and its Director; however, each Department should formalize its nominations process, insuring that the Departmental Faculty play a central role in the process. Library Faculty appointments to search committees from outside the Department are nominated by the Library Faculty Personnel Committee at the request of the Department Director. The Department Director provides the Personnel Committee with the position description and identifies the number of places on the search committee to be filled by library faculty from outside the Department. The Library

Faculty Personnel Committee submits to the Department Director a slate of nominees numbering at least twice the number of slots available on the committee, from which the Department Director will make his or her selection. Representatives to the search committee from collegial units outside the University Libraries are appointed by the Department Director following consultation with appropriate representatives of the constituent units.

For all positions requiring University Libraries-wide searches, members of the search committee are selected from: 1) the Library Faculty; 2) faculty from other collegial units; 3) administrative officers from within the University Libraries or the University. All search committee members are appointed by the Director of University Libraries. Library Faculty representatives are nominated by the Library Faculty Personnel Committee, at the request of the Director of University Libraries. The Director of University Libraries provides the Library Faculty Personnel Committee, in writing, with the position description as well as the number of search committee appointments to be filled by Library Faculty. The Library Faculty Personnel Committee submits to the Director of University Libraries a list of nominees numbering at least twice the number of appointments on the search committee to be filled by Library Faculty from which the Director makes his or her selections. Other appointments to the search committee are made by the Director of University Libraries following consultation with appropriate groups and individuals within the University Libraries and the University.

The size of the library search committees will vary, depending upon the particular position and the constituent groups who should be represented in the search process. Recognizing that the organization of a search committee's

work and the scheduling of its meetings become cumbersome when the committee is large, efforts should be made to keep such committees to a manageable size. The majority of appointees to Departmental search committees are drawn from the Library Faculty within the Department; the majority of members of University Libraries-wide search committees are drawn from the University Libraries Faculty.

Chairpersons of Departmental search committees are selected and appointed by the Director of the Department. Chairpersons of University Libraries-wide search committees are selected and appointed by the Director of University Libraries.

V. Charges to Search Committees

All search committees receive written charges, including a target date for the submittal of a list of nominees, the number of nominees to be recommended, the need for confidentiality, pertinent affirmative action/equal opportunity requirements that must be met in the search, arrangements for financial and other support for the search, the need for minutes and records of committee meetings, as well as any special concerns with regard to the search or position in question. The position description accompanies the charge. The charge is sent to all committee members, and it identifies the individual selected as chairperson of the committee.

Charges to Departmental search committees are sent by the Departmental Director; charges to University Libraries-wide search committees are sent by the Director of University Libraries. Copies of all charges are sent to the University Libraries Personnel Officer. Search committees have the prerogative

to meet with the individual charging them to discuss the charge and/or the position description, if they judge this to be desirable.

VI. Posting and Advertising

Posting and advertising for all searches is carried out by the University Libraries' Personnel Officer, in conformity with University policies and procedure, including affirmative action/equal opportunity requirements. This is not done, however, until the search committee has had an opportunity to review the position description, lay out a general plan for the search, and make recommendations regarding the specific publications in which the position should be advertised. The committee chairperson and the Library Personnel Officer coordinate these arrangements. All advertisements are placed so that they appear as close together as possible. Such advertisements always include a full listing of the position in the University Libraries Newsletter, to insure that all Library Faculty are informed of the available position in a timely manner. In seeking candidates for the position, members of the search committee are encouraged to identify and actively urge qualified individuals to apply.

VII. The Selection Process

Each search committee will establish its own plan for screening and evaluating candidates. The entire committee is responsible for the legitimacy of the process. Every committee member at every stage of the search must have full access to names and files of all persons under consideration.

The function of initial screening is to identify and eliminate, early in the search process, nominees and applicants who are clearly unqualified. The list of persons who remain under consideration after the initial screening will be

those to whom the committee will be giving careful consideration and about whom the committee may be seeking additional information. Agreement should be reached as to assurances of confidentiality that are to be sought and given. Such assurances cannot, however, extend to the candidates' vitas, as the vitas of the finalists must be made available to individuals involved in the interview process.

When the committee has narrowed its list to those candidates whom it believes should be interviewed, the search committee meets with the Department Director (in the case of Departmental searches) or the Director of University Libraries (in the case of University Libraries-wide searches) to review the search, agree on the individuals to be interviewed, and establish arrangements for their interviews.

In the interviews, themselves, every effort should be made to insure that appropriate members of the Departmental staff (in the case of Departmental searches), the University Libraries staff, and faculty, administrative officers, and students, if appropriate, from other collegial units within the University who have a constitutency relationship to the position in question have an opportunity to meet with each finalist. All finalists must meet with the search committee, with the Department Director (in the case of Departmental searches), and with the Director of University Libraries.

VIII. Communications

All nominations and/or applications should be courteously acknowledged, and so far as possible candidates should be apprised promptly of elimination from

consideration. It is particularly important that persons who have been interviewed be promptly informed when an appointment is made. Files should be kept on each candidate and carbons of all correspondence should be retained. Assistance in these matters is provided by the Library Personnel Office. Every precaution should be taken to restrict availability of information related to the search, including materials concerning individual candidates, to search committee members, University Libraries Personnel Office staff, the Department Director (in the case of Departmental searches), and the Director of University Libraries. The only exception to these restrictions is that the vitas of the finalists must be made available to all individuals who participate in the interview process.

IX. Functions of the University Libraries Personnel Officer

The University Libraries Personnel Officer assists search committees with the search process and provides central support for procedures search committees are expected to follow. To provide information to the University Libraries Personnel Officer, records of all communications concerning searches to fill vacancies are forwarded to the University Libraries Personnel Office. The Personnel Officer's responsibilities include the following:

1) Coordination and handling of the posting of notice of vacancies and arranging for advertising in identified publications. Posting and advertising are coordinated to achieve relatively simultaneous appearance of notices in publications identified for advertising. The Personnel Officer also coordinates setting the closing date for receipt of applications based on the projected appearance of advertisements.

2) Completion and submittal of the President's Forms 16 and 17, in consultation with search committee chairpersons and the University Libraries Equal Opportunity Officer.

3) Receipt and acknowledgment of all inquiries and applications and forwarding them to the search committee chairpersons. Notification to applicants who have been eliminated from consideration by search committees.

4) Provision of secretarial support to Search Committee chairpersons if such support is needed to assist with requests to leading applicants for additional information or other correspondence related to searches.

5) Following appointment of the selected candidate, correspondence with all other applicants who had not previously been eliminated, to inform them of the appointment, except for candidates formally interviewed, who will be informed by the Department Director or the Director of University Libraries, as appropriate.

6) When the position is filled, the search committee file shall be forwarded to the Library Personnel Office. Personal data will be returned to the applicants or to other sources requesting them and the files will be retained in the Library Personnel Office in accordance with current rules and regulations.

ERS/mg

FORMS

UNIVERSITY OF MICHIGAN

POSITION DESCRIPTION

Position Number_____

Dates reviewed by Committee_____

POSITION TITLE_____

Department, Section, Unit_____

Name of Librarian_____

Immediate supervisor_____

Date written_____

1. List the primary duties or assignments of this position and indicate the percentage of time spent on each. (See instructions for examples.)

2. Prepare a brief statement about your position including a paragraph on each of the duties mentioned above and addressing each of the following questions.

   a. Indicate the minimum level of educational requirements, the kind and the minimum number of years of professional experience necessary to perform your assignment. Please explain. Does your position require knowledge of terminology of a specialized area or academic discipline? Please describe. Does your position require knowledge of languages other than English? If so, how is it used?

   b. Describe briefly the collection to which your position is assigned.
   OR Describe the bibliographic expertise necessary to perform your assignment.

   c. Describe the nature of your contacts with your unit, the library, the patrons, the university community, your supervisor, those whom you supervise, or others. Indicate how you rely on them and how they rely on you.

UNIVERSITY OF MARYLAND

*Position Study #*_____

UNIVERSITY OF MARYLAND LIBRARIES - COLLEGE PARK CAMPUS
POSITION DESCRIPTION FORM
ASSOCIATE STAFF

*Date Prepared:*_____ *Division:*_____

*Prepared by:*_____ *Department:*_____

*Position Rank:*_____ *Unit:*_____

*Specific Position Title:*_____

*Reports to:*_____

NATURE OF WORK:

Position Requirements:

Education:

Experience:

DESCRIPTION OF DUTIES AND RESPONSIBILITIES:

SUPERVISORY RESPONSIBILITIES:

Incumbent's Signature	*Date*
Supervisor's Signature	*Date*
Department Head's Signature	*Date*
Associate Director's Signature	*Date*

7.4

LPO 10/17/79

THE UNIVERSITY OF MICHIGAN
SELECTION CRITERIA
for
Instructional, Primary Research, Librarian, Curator and Ungraded Academic Administrative Positions

For Employment Office Use		
Dept.	Goals: Fem.	Min.

Posting No. _____

Date _____

Title of Position to be filled _____

School, College, Division _____

Department Name _____ Department Number _____

MINIMUM QUALIFICATIONS

Below list the minimum qualifications necessary for this position. These should be the same as those listed under "Necessary Qualifications" on the Notification of Open Position Form (#36500) submitted for this position.

SELECTION CRITERIA

List below selection criteria which will be used to assess applicants for this position. Attach additional sheets if necessary. (Criteria need not be listed in any specific order.) Also indicate the way(s) in which each criterion will be measured (interview, reference, resume, publication, etc.). See Selection Criteria Guidelines on reverse side.

SELECTION CRITERIA	HOW MEASURED/DEMONSTRATED
(1)	
(2)	
(3)	
(4)	

SUBMITTED BY _____ _____
Name (print) of person responsible for appointment decision. Phone number

_____ _____
Signature of person responsible for appointment decision. Date

_____ _____ _____
Signature of Affirmative Action Coordinator Date Phone number

Distribution: Department, retain gold copy and forward others to Unit Affirmative Action Coordinator. Coordinator, retain blue copy and forward white original and pink copy to appropriate Employment Office. Employment, forward pink copy to Affirmative Action Office.

Form 39910

SELECTION CRITERIA GUIDELINES

When filling positions, the search committee or appointing department should establish the criteria to be used as minimum qualifications and the criteria to be used as standards for selection. Determining these standards should take place before a position is posted and the screening and selection process begins.

Minimum qualifications are the lowest requisites (education, experience, etc.) considered acceptable to performance of responsibilities in the posted position. After using minimum qualifications to screen out unqualified applicants, the search committee or appointing department has remaining a group of applicants to be given further consideration.

Selection criteria are the standards used to further assess applicants who remain in the applicant pool after the screening process. Selection criteria are used to **sort** among these applicants who will possess in varying degrees more qualifications than the minimum. Selection standards are written to allow for the quality and quantity of additional education, experience, knowledge and ability desired for the position. Application of these standards will result in a group of applicants to be most seriously considered.

After using the selection criteria to evaluate best qualified applicants, the search committee or appointing department will **select** the applicant who possesses the best combination of qualifications for the position as stated in the selection criteria.

Federal selection guidelines explain that all applicants must be assessed by the same standards. Further, these standards must be:

1) related to the work;
2) measurable or demonstrable or both;
3) necessary to successful performance of the work.

USING THESE REQUIREMENTS, RECORD ON THE OTHER SIDE OF THIS FORM THE MINIMUM QUALIFICATIONS FOR THIS POSITION. THEN RECORD THE SELECTION CRITERIA ESTABLISHED FOR THIS POSITION. WHEN RECORDING SELECTION CRITERIA, INDICATE THE WAY IN WHICH EACH CRITERION LISTED WILL BE MEASURED OR DEMONSTRATED.

To assist you in establishing minimum qualifications and selection criteria, some examples which have been developed for University positions are given here:

	MINIMUM QUALIFICATIONS:	SELECTION CRITERIA:	HOW MEASURED:
ASSISTANT/ ASSOCIATE PROFESSOR (LS&A/ Astronomy)	• PhD or equivalent in Astronomy or closely related field	• Post-doctoral experience in theoretical astrophysics, preferably in the field of extragalactic astronomy	Resume
	• Research in theoretical astrophysics	• Research in the field of extragalactic astronomy	Resume, publications, references, interview
	• Ability to direct PhD thesis research	• Ability to stimulate research of colleagues	Resume, references, interview
	• Ability to teach undergraduate and graduate courses in astronomy	• Ability and initiative to develop course materials and present them	Resume, references, interview, colloquium

UNIVERSITY OF MARYLAND

UNIVERSITY OF MARYLAND LIBRARIES, COLLEGE PARK

AUTHORIZATION TO RECRUIT FOR VACANT ASSOCIATE STAFF POSITION

To Be Completed by Department Head:

Division: _____ Position Title: _____

Department: _____ Position Rank: _____

Unit: _____ Former Incumbent: _____

Describe briefly the need to fill this position:

If the duties and responsibilities of the position have been changed, please note these changes:

Please attach a copy of the proposed position description and forward this form to the appropriate Associate Director for approval. If the position description has been revised, please also attach a copy of the former position description.

_____ _____

Department Head's Signature Date

Associate Director's Authorization:

_____ _____

Signature Date

COMMENTS:

Send to Library Personnel Office - Position Number _____

PROFESSIONAL

B-10
UNIVERSITY OF CONNETICUT

CHECKLIST ON OPEN LIBRARY POSITIONS

POSITION: _____ DEPARTMENT: _____

SEARCH # _____ P.C. # _____

NOTE: AS EACH TASK IS COMPLETED, PLEASE CHECK OFF, DATE & INITIAL.

SEARCH ACTIVITY - Professional	PHONE LOG
Notification of Vacancy	
____ Administrative Review/Approval	
____ D.H. prepare job description (initial apprd copy)	
Establish Search File	
____ AAP-4 form completed (signed by Univ. Libr. & Asst. Director)	
____ Cover letter (written & duplicated)	
____ AD Copy written	
____ AAP, Ad copy, letter to Manning hand delivered	
____ Follow up 2/3 days after delivery to determine if search approved	
____ Submit job description & covering letter for mimeo	
____ Prepare envelopes for mailing	
When Search Approved	
____ Send j.d. & covering letter to all places on mailing lists (see AAP card)	
____ Add to AAP card any additional recruitment places	
____ Follow up with University Personnel on AD copy	
Screening	
____ Log applications as received/cross out personal data that is irrelevant to search (date of birth, etc.)	
____ Send out post card acknowledgements	
____ On closing date, turn over search file to Asst. Director	
____ review unsolicited resume file for additional candidates	
Interviewing	
____ Meet with interviewers/review process & procedures	
____ Identify transportation/housing needs	
____ Notify Dept. Secty/Business Officer when housing/ transportation (reimbursement) involved	
____ Select applicants	
____ Schedule Interviews	

July 1979
UCt Library
Managers' Handbook

CHECKLIST - OPEN POSITIONS continued 2

SEARCH ACTIVITY	PHONE LOG

Interviewing (con't.)

____ Notify receptionist of interview schedule

____ Leave job description at receptionist desk for candidate

Selection

____ Interview notes completed by all interviewers

____ Interviewers meet/discuss candidates

____ Library manager write summary statement on each candidate and recommendation

____ Reviewed by Assistant Director

____ Reviewed by Univ. Librarian to establish salary & rank

Appointment

____ Reviewed by Advisory Council (for Librarian openings) for rank only.

____ Assistant Dir. call candidate & indicate Library's recommendation on his/her candidacy

____ Prepare AAP with applicant information, etc.

____ Signed by Assistant Director & University Librarian.

____ Hand Deliver to Gully Hall

____ Check to see if cleared EEO (3-4 days)

____ Check to see if cleared Manning's office

____ Assistant Director call candidate with verbal offer

____ Appointment letter prepared & Employment Authorization

____ Orientation checklist for training sent to Library Manager

____ Set up appointment with Personnel Services for new staff member

____ Notify: ___ administrative staff; _____ IB editor; ____ Personnel Committee chairperson

Close Search File

____ All interview notes received/resumes retured to file

___ All letters of rejection sent out

July 1979
UCt Library
Managers' Handbook

University of Maryland, College Park Libraries

Associate Staff Vacancy

Recruitment Checklist

Position Title _____ *Job Study #* _____ *Budget Item #* _____

Former Incumbent _____ *Department/Unit* _____

☐ *Position Description and Authorization to Recruit received from the Associate Director (Date)* _____

☐ *Position Information Form Prepared and sent to Dr. Jaquith (Date)* _____

☐ *Vacancy Announcement Prepared and submitted to Personnel Department Employment Office (Date)* _____

☐ *Selection Advisory Committee Members appointed (Date)* _____

Recruiting measures:

Advertised in _____

_____

Joblines _____

Special Minority recruitment efforts _____

_____

☐ *Interviewees contacted and scheduled:*

☐ *References contacted.*

☐ *Selection recommendation form received from Selection Advisory Committee Chair.*

☐ *Offered to* _____ *(Date)* _____

☐ *Confirmation letter sent to selected candidate.*

☐ *Letter of acceptance received.*

☐ *Appointment papers prepared and submitted.*

☐ *Unsuccessful candidates notified.*

☐ *Payroll entry prepared.*

☐ *All documentation is filed in the recruitment history file.*

VANDERBILT UNIVERSITY

INTERVIEW SCHEDULE

candidate for SERIALS LIBRARIAN, General Technical Services.

Monday, August 17

8:00 - 8:30	Tour of General Technical Services, Jean Wright, Head, Serials Department
8:30 - 9:30	Serials Department Librarians: Marcella Fuller, Sylvia Graham, and Sylvia Martin (Conference Room)
9:30 - 10:00	Jean Wright (Conference Room)
10:00 - 10:15	Break
10:15 - 11:00	*Serials Department Staff: Peggy Earheart, Alice Cunningham, and Bruce Fulton (Conference Room)
11:00 - 11:30	Douglas Phelps, Director, General Technical Services (Mr. Phelps's office)
11:30 - 1:00	Lunch: Douglas Phelps and Jean Wright
1:00 - 1:30	Keith Cottam, Associate Director, Vanderbilt University Library (Mr. Cottam's office)
1:30 - 2:00	Bobbi Kysar, Employment Center Manager (Employment Center)
2:00 - 2:45	Screening Committee: Mary Beth Blalock, Marillyn Craig, Sylvia Graham, Stella Smock, and Mary Ellen Wilson (Conference Room)
2:45 - 3:00	Break
3:00 - 3:30	Frank P. Grisham, Director, Vanderbilt University Library (Mr. Grisham's office)
3:30 - 4:30	*VUL Librarians: Mary Anne Guschke, Carol Lewis, Dorothy Parks, and Susan Suhadolnik (Conference Room)
4:30	Wrap-up. Douglas Phelps and Jean Wright (Mr. Phelps's office)

* Open meeting for designated group. Those listed have specific assignments to participate in the interview.

Please turn in your written appraisal of this candidate to Mr. Frank Grisham within one day of your interview.

INTERVIEW SCHEDULE

candidate for REFERENCE LIBRARIAN, Central/Science Library.

Thursday, August 13

11:35 a.m.	Arrival. Republic Flight 237. William McEwen, Reference Librarian, Central Library. Check in Holiday-Inn Vanderbilt
2:00 - 2:45	Tour of Central/Science Library, Frances Hardie, Assistant Director of the Central Library for Information Services and Collection Development
2:45 - 3:45	Central/Science Reference Librarians: Mary Brockman, Paula Covington, Marillyn Craig, Mary Anne Guschke, Mary Anne Kernan, Dale Manning, William McEwen, Paul Murphy, Jack Robertson, and Linda Williamson (Conference Room)
3:45 - 4:30	Jordan Scepanski, Director, Central/ Science Library (Mr. Scepanski's office)
4:30	Return to hotel, Mr. Scepanski
6:00	Dinner: Frances Hardie and Jordan Scepanski

Friday, August 14

7:30 a.m.	Breakfast, Keith Cottam, Associate Director, Vanderbilt University Library
8:30 - 9:00	Frances Hardie (Conference Room)
9:00 - 9:45	*VUL Librarians: Sylvia Martin, JoAnn Mulvihill, Dorothy Parks, and Susan Suhadolnik (Conference Room)
9:45 - 10:00	Break
10:00 - 10:45	*Central/Science Staff: Susan Davis, Elaine Goleski, Lois Griest, Shirley Madewell, Mabel May, and Anita Mitchum (Conference Room)
11:00 - 11:30	Bobbi Kysar, Employment Center Manager, (Employment Center)
11:30 - 1:00	Lunch: Mary Brockman and Dale Manning

1:00 - 1:45	Screening Committee: Mary Anne Guschke, Debi Higgs, Mary Charles Lasater, William McEwen, and Shirley Watts (Conference Room)
1:45 - 2:00	Break
2:00 - 2:30	Frank P. Grisham, Director, Vanderbilt University Library (Mr. Grisham's office)
2:30 - 3:00	Frances Hardie and Jordan Scepanski (Mr. Scepanski's office)
5:00	Departure. Republic 191. William McEwen

* Open meeting for designated group. Those listed have specific assignments to participate in the interview.

Please turn in your written appraisal of this candidate to Mr. Frank Grisham within one day of your interview.

Interview Schedule
Head, Commerce Library

Tuesday, 14 July 1981

8:00 - 8:30 a.m.	Meet with Sharon A. Sullivan, Personnel Librarian - Personnel Office, Main Library, Room 110
8:30 - 10:15 a.m.	Meet with Jay L. Ladd, Head of Department Libraries and with staff of the Commerce Library
10:15 - 10:30 a.m.	Break
10:30 - 11:15 a.m.	Meet with Search Committee - Conference Room, Commerce Library
11:15 -11:45 a.m.	Meet with faculty members of the College of Administrative Science
12:00 - 1:15 p.m.	Lunch with several librarians of Department Libraries
1:15 - 1:30 p.m.	Break
1:30 - 2:00 p.m.	Meet with Betty J. Meyer, Assistant Director for Technical Services
2:00 - 2:45 p.m.	Meet with Larry X. Besant, Assistant Director for Public Services
2:45 - 3:15 p.m.	Meet with members of Libraries' Senior Faculty - Conference Room, Library Administrative Offices
3:15 - 3:30 p.m.	Break
3:30 - 4:00 p.m.	Meet with William E. Hurley, Professor of Management Sciences and member of the Search Committee
4:00 - 4:30 p.m.	Meet with Dr. William J. Studer, Director, University Libraries
4:30 - 5:00 p.m.	Meet with Sharon A. Sullivan, Personnel Librarian - Personnel Office

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Persons with whom you will meet:

Larry X. Besant, Assistant Director for Public Services
Jay L. Ladd, Head, Department Libraries
Betty J. Meyer, Assistant Director for Technical Services
Dr. William J. Studer, Director, University Libraries
Sharon A. Sullivan, Personnel Librarian

Search Committee:

Mary Jo Arnold, Chair, Search Committee and Head, Engineering Library
Henry L. Hunker, Professor, Public Administration and Geography
Albert Keidel, Professor, Economics
Don Worstell, Library Associate, Commerce Library
Gay Henderson, Acting Head, Acquisitions Department and Bibliographer for History and Social Science
William E. Hurley, Professor, Management Sciences

Senior Faculty:

Larry X. Besant, Assistant Director for Public Services
Dr. G. Bert Beynen, Slavic Bibliographer
Richard R. Centing, Acting Head, Reference Department
Dr. Jon P. Cobes, Head, Mansfield Campus Library
Eleanor R. Devlin, Research Consultant
Virginia B. Hall, Head, Pharmacy Library
David Y. Hu, East Asian Bibliographer
Toyo S. Kawakami, Head, Social Work Library and Reference Librarian, Education Library
Jay L. Ladd, Head, Department Libraries
Ana R. Llorens, Head, Foreign Languages Graduate Library
Betty J. Meyer, Assistant Director for Technical Services
Marjorie E. Murfin, Reference Librarian, Reference Department
George P. Schoyer, Head, History, Political Science, Philosophy & Map Libraries
Virginia E. Yagello, Head, Chemistry and Physics Libraries

UNIVERSITY OF MICHIGAN

THE UNIVERSITY OF MICHIGAN
UNIVERSITY LIBRARY
Personnel Appointment Recommendation

Name of candidate recommended (Miss) (Mrs.) (Mr.) _____ Date _____
(Last) (First) (Middle Initial)

Position to be filled _____ Department _____ Salary _____

Endorsements					
	Signature	Date		Signature	Date
Supervisor			Assistant for Personnel and Staff Development		
Division Head			Assistant Director		
Department Head			Associate Director		
Head, Grad. Lib. or Head, Div. Libs.			Director		

Employee will report for work on _____ Appointment effective _____
(Date)

Other Applicants	Interviewer's Initials	Date Interviewed	Other Applicants	Interviewer's Initials	Date Interviewed
1.			4.		
2.			5.		
3.			6.		

Justification of recommendation by supervisor:

Reasons for rejecting other applicants:

UNIVERSITY OF MARYLAND

APPROVAL

_____
Department Head

_____
Associate Director

UNIVERSITY OF MARYLAND LIBRARIES, COLLEGE PARK

ASSOCIATE STAFF SELECTION ADVISORY COMMITTEE RECOMMENDATION
TO DIRECTOR OF LIBRARIES

Position Title:_____ Division:_____

Position Rank:_____ Department:_____

Selection Advisory Committee Members:_____

_____

Prepared by:_____ Chair Date:_____

Selection Criteria:

EVALUATE EACH APPLICANT IN RELATION TO SELECTION CRITERIA

Recommended applicant:
Name:_____ Date Interviewed:_____
Discuss the special qualifications or reasons that led to the recommendation of this candidate:

Other applicants interviewed: (Mark the box to the left and state the special qualifications or reasons leading to the recommendation if you recommend that other persons be considered in the event that the recommended applicant is not selected or, if selected, does not accept.)

( ) Name:_____ Date Interviewed:_____
Evaluation:

( ) Name:_____ Date Interviewed:_____
Evaluation:

( ) Name:_____ Date Interviewed:_____
Evaluation:

( ) Name:_____ Date Interviewed:_____
Evaluation:

(For Library Personnel Office Use Only)

Total number of applicants:_____

Efforts to recruit minority and female applicants:

THE OHIO STATE UNIVERSITY LIBRARIES
Recommendation for Professional Appointment

DEPARTMENT HEAD
OR DEPARTMENT LIBRARIAN:_____DATE:_____

Position:

Faculty rank:

Name of candidate:

Salary:

Beginning date:

Basis for recommendation:

ASSISTANT DIRECTOR:_____Concur_____Do not concur_____

Remarks:

PERSONNEL LIBRARIAN:_____Concur_____Do not concur_____

Remarks:

DIRECTOR OF LIBRARIES: _____ Approved _____ Not approved _____

Remarks:

Position offered by:

Confirming letter written by:

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TRAINING

DO'S AND DON'TS FOR INTERVIEWING JOB APPLICANTS

The following is a simple guide by subject area to what you can ask applicants. It should help you isolate what you need to know from a job applicant, as opposed to what you'd like to know or are used to asking. At the same time, it will help you avoid common discriminatory pitfalls.

AGE

ACCEPTABLE PRE-EMPLOYMENT INQUIRIES: None. (The exception, as always, is when you can prove that age is a bona fide occupational qualification--i.e., is necessary to perform the job; usually difficult or impossible to prove.)

INADVISABLE PRE-EMPLOYMENT INQUIRIES: Any question designed to discover someone's age.

ARREST RECORD

ACCEPTABLE: None. (Law enforcement agencies are exempt from this restriction, but should call their local EEOC office to see what the exceptions are.)

INADVISABLE: Any injury relating to arrests. Since, under our judicial system, you are presumed innocent until proven guilty--i.e., convicted--records of arrests without conviction are meaningless.

CONVICTIONS

ACCEPTABLE: It is all right to inquire about an applicants conviction record for "security sensitive" jobs, since it has been shown that people with high convictions rates are poor risks for these jobs. "Security sensitive" jobs include not only the obvious--treasurer, cashier, etc.--but peripheral positions as well--janitor, typist, trucker or other jobs where the employee would be working in or near a security sensitive area.

INADVISABLE: Questions about conviction unrelated to job requirements--e.g. inquires about gambling arrests for the job of pipefitter.

AVAILABILITY FOR SATURDAY OR SUNDAY WORK
(pertaining to religious discrimination)

ACCEPTABLE: Although you may want to know about an applicants availability for Saturday or Sunday work, the answer may not do you any good since even when an applicant's religious observance makes him or her unavailable for weekend shifts, this fact cannot be used in any hiring decision. Title VII requires employers to make "reasonable accomodation" even for "a prospective employee's (emphasis added) religious observance", unless it causes "undue hardship." If you decide to ask, let the applicant know that a reasonable effort will be made to accomodate any religious needs should he or she be hired.

INADVISABLE: Any question about religious observance.

AVAILABILITY FOR WEEKEND OR EVENING WORK
(pertaining to sex discrimination)

ACCEPTABLE: Inquiries about an applicant's availability for evening and/or weekend work provided that the inquiry is made of both male and female applicants and provided that the person now doing the job works evenings and/or weekends, or that a definite change in schedule is being implemented.

INADVISABLE: Asking this question because you think you'll want the person to work evenings or weekends. (Reason: Question is likely to have an excessive and therefore discriminatory impact on applicants with families--particularly women.)

CITIZENSHIP

ACCEPTABLE: Whether the applicant is prevented from lawfully becoming employed in this country because of visa or immigration status.

Whether applicant can provide proof of citizenship, visa, alien registration number after being hired.

INADVISABLE: Whether applicant is a citizen.

Any requirement that the applicant present birth, naturalization, or baptismal certificate before being hired.

CREDIT INQUIRIES

ACCEPTABLE: None, unless job related

INADVISABLE: Inquiries about charge accounts, bank accounts, etc.

FINANCIAL STATUS

ACCEPTABLE: None

INADVISABLE: Inquiries about an applicant's financial condition. This has been found to result in discrimination against minorities since more non-whites than whites are below the poverty level.

Questions about home ownership or car ownership (unless owning a car is required for the job).

EDUCATION

ACCEPTABLE: If the individual has the specific education or training required for the specific job.

INADVISABLE: General questions about high school or college degrees unless you (or your supervisor) can prove the educational degree inquired about is necessary to perform the job.

FAMILY STATUS

ACCEPTABLE: Whether applicant has any activities, commitments, or responsibilities that might prevent him or her from meeting work schedules or attendance requirements. NOTE: These questions must be asked of both men and women or of neither. It is unlawful to ask this only to women or only of men.

INADVISABLE: Whether the applicant is married or single, number and age of children, spouse's job, spouse's or applicant's family responsibilities.

Any question asked only of one sex--e.g. asking only women about child-care arrangements.

HANDICAPS

ACCEPTABLE: Whether applicant has a specific mental or physical handicap which relates to fitness to perform the particular job.

Whether applicant has handicaps which should be taken into account in deciding job placement.

INADVISABLE: General inquiries--e.g., "Do you have any handicaps?"--which might reveal handicaps not related to fitness to perform specific job.

HEIGHT AND WEIGHT

ACCEPTABLE: Inquiries about ability to perform the job (without mentioning the person's height or weight). Protects those of Spanish, Asian background and women.

INADVISABLE: Any inquiry about height or weight not based on the actual job requirements, in which case you or your superiors must be able to prove that a specific, minimum or maximum height or weight is required to perform the job.

MARITAL STATUS

ACCEPTABLE: None

INADVISABLE: Whether the applicant is married, single, divorced, separated, engaged, widowed.

MILITARY

ACCEPTABLE: Inquiries about education, training, or work experience gained in U.S. armed forces.

INADVISABLE: Type or condition of military discharge.

Experience in other than U.S. armed forces. Request for discharge papers.

NATIONAL ORIGIN

ACCEPTABLE: Inquiries into applicant's ability to read, write and speak English or foreign languages when required for a specific job.

INADVISABLE: Questions about applicant's lineage, ancestry, national origin, descent, place of birth, or mother tongue, national origin of applicant's parents or spouse.

How applicant acquired ability to read, write or speak a foreign language.

ORGANIZATION

ACCEPTABLE: Inquiries about membership in professional organizations related to the job--e.g. does the applicant for a chemical engineering job belong to a chemical engineering society.

INADVISABLE: Questions about organizations whose name or character indicates member's economic or social class, race, color, creed, sex, marital status, religion or national origin--e.g. country clubs, social clubs, religious clubs, fraternal orders.

PERSONAL INFORMATION

ACCEPTABLE: Whether the applicant has ever worked for your organization.

Whether the applicant has ever worked for your organization under another name.

Names of character references.

INADVISABLE: General inquiries about change of name through application in court or marriage.

PREGNANCY

ACCEPTABLE: Inquiries about the applicant's anticipated duration of stay on the job or anticipated absences--only if made to both male and female applicants.

INADVISABLE: Any question relating to pregnancy or medical history concerning pregnancy. NOTE: the EEOC has rules that to refuse to hire a female solely because she is pregnant amounts to sex discrimination.

RACE OR COLOR

ACCEPTABLE: None.

INADVISABLE: Any question about race or color.

RELIGION OR CREED

ACCEPTABLE: None.

INADVISABLE: Questions about applicant's religious denomination, religious affiliation, church, parish, pastor, or religious holidays observed.

RESIDENCE

ACCEPTABLE: Inquiries about the applicant's address needed for future contact with the applicant.

INADVISABLE: Whether the applicant owns or rents home (denotes economic class).

Names or relationship of persons with whom applicant resides.

SEX

ACCEPTABLE: None.

INADVISABLE: Any question.

EMPLOYMENT INTERVIEW

I. PREPARATION

A. Read the resume well in advance.

B. Review the requirements of the position.

C. Organize an outline of the interview.

D. Review the types of questions that should not be asked.

E. Arrange a time and place that will allow the interview to be uninterrupted.

II. CONDUCTING THE INTERVIEW

A. Establish and maintain a friendly, pleasant atmosphere.

B. Listen - really listen to the applicant.

C. Gain information through pertinent and appropriate questions.

1. Use your outline and the application to focus questions.

2. Ask for further clarification if information is not complete or is confusing on the application.

3. Don't assume you know what the applicant means. Ask follow-up questions: why, what, when, where, how.

4. Avoid "yes/no" type questions.

D. Providing Information about the position and the library.

1. Give an honest appraisal of the position. Don't oversell or undersell.

2. Answer questions about the position and the library completely.

3. Explain the operation of the department that the job is in and the library organization structure.

4. Describe working conditions - hours, overtime, etc., and any special policies or procedures.

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5. Describe growth and participatory opportunities.

6. Refer candidate to others if don't know answer to question.

III. CLOSING THE INTERVIEW

A. Summarize and clarify any areas that remain confused.

B. Inform the applicant when he/she can expect to hear from you.

C. If it is obvious that the individual does not meet the requirements of the position, indicate this to the applicant and suggest other types of positions that he/she might consider.

D. Do not make a job or salary offer.

E. Be polite and friendly throughout the interview.

IV. EVALUATION OF APPLICANT

A. Record your impressions of the candidate immediately following the interview using your notes from the interview and the application as a way to focus your comments.

B. When all interviews for a position have been concluded, then review your notes with other interviewer(s) to determine the candidate you wish to recommend.

EMPLOYMENT INTERVIEW

Some Tips on Questioning Techniques

1. Ask as few "yes/no" questions as possible.

2. Don't repeat questions that have already been answered on the application form; however, do ask for further clarification if the answer is not clear or complete.

3. Avoid leading questions that suggest a "proper answer". Example: Does routine bother you? Working around college students can be a real hassel, can't it?

4. Gain necessary specialized information from the applicant. Example: When you supervised employees, did you ever conduct performance evaluations? When you were assigned to reference, what responsibilities did you have in interlibrary loan?

5. Look for gaps (periods between job) on the form and pursue for clarification and appropriate reasons.

6. Some questions to help gain information on the applicant:

   - What were your responsibilities in your last job?
   - All jobs have positive and negative factors - what are some of the positive factors of your last job? Negative?
   - What do you feel you can do especially well - your strengths?
   - What do you feel you cannot do well - your weaknesses?
   - Why are you interested in this particular job?
   - What makes you feel uncomfortable or frustrated in a job? What action have you taken when you are uncomfortable/frustrated?
   - What do you want from your next position? What do you wish to avoid?
   - What are your short-range/long-range goals?
   - What are your current activities in the library field and other related areas?
   - What have you done that has given you the greatest personal satisfaction?

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EMPLOYMENT INTERVIEW

UNLAWFUL PRE-EMPLOYMENT QUESTIONS

UNLAWFUL	LAWFUL
1. Birthplace of applicant	1. Are you a U.S. citizen?
2. Birthplace of applicant's parent's, spouse, or other relatives.	
3. Applicant's religious affiliation, religious holidays observed, or attendance at religious services.	
4. Any questions directly or indirectly indicating race or color including complexion, color of skin.	
5. Require a photograph of applicant.	2. Statement that photograph may be required after employment.
6. Applicant's nationality, national origin, descent or parentage.	3. Language(s) applicant reads, writes or speaks.
7. Marital status of applicant or information on spouse or other family members including children.	
8. Arrangements for child care.	
9. Age of applicant.	

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